



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS REGULAR MEETING
APRIL 2, 2019 – 5:30 p.m.
MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
500 W 4TH STREET, ODESSA, TEXAS

AGENDA

- I. CALL TO ORDER ..... Mary Thompson, President
II. INVOCATION ..... Chaplain Farrell Ard
III. PLEDGE OF ALLEGIANCE ..... Mary Thompson
IV. MISSION/VISION/VALUES OF MEDICAL CENTER HEALTH SYSTEM .... Mary Thompson, p.3
V. AWARDS AND RECOGNITIONS
A. April 2019 Associates of the Month ..... Rick Napper
- Clinical: Miriam Emerick, Registered Lead US/Vascular Technologist, Radiology Ultrasound
- Non-Clinical: Jennifer Nunez, Performance Improvement Specialist Performance Improvement
- Nurse: Hilda Ramirez, Charge RN, Radiology
B. Emergency Department Throughput Improvements Presentation ..... David Graham
C. March Patient Satisfaction Winners ..... Rick Napper
- Medical Practice: Internal Medicine
- Inpatient: 6 West
- Outpatient: Outpatient/Physical/Speech Therapy
D. United Way of Odessa Presentation ..... Hank Herrick
VI. CONSENT AGENDA ..... Mary Thompson, p.4-20
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
A. Consider Approval of Regular Meeting Minutes, March 12, 2019
B. Joint Conference Committee March 26, 2019
1. Medical Staff or AHP Initial Appointment/Reappointment
2. Change in Clinical Privileges/or Scope of Practice/or Supervisor
3. Change in Medical Staff or AHP Staff Status
4. Change in Medical Staff or AHP Staff Category

**VII. COMMITTEE REPORTS**

- A. Finance Committee** ..... David Dunn, p.21-97
  - 1. Financial Report for Month Ended February 28, 2019
  - 2. Consent Agenda
    - a. Consider Approval of HealthSure Insurance Consulting Extension Agreements
  - 3. Consider Approval of Bid for Central Tower Isolation Room Mechanical Upgrades
  - 4. Consider Approval of Bid for MCH Pro-Care Administration Offices

**VIII. CONSIDER APPROVAL OF ENDOWMENT FUNDS DISTRIBUTION**

..... Robert Abernethy, p.98-99

**IX. TTUHSC AT THE PERMIAN BASIN REPORT**..... Rama Chemitiganti, MD

**X. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**..... Rick Napper

- A. CMS Star Rating Presentation**..... Heather Bulman/Dr. Sari Nabulsi

**XI. CONSIDER APPROVAL OF PREMIER STAFFING MANAGEMENT TOOL**

..... Christin Timmons, p.100

**XII. CONSIDER APPROVAL OF OBERON SOLAR IB TAX ABATEMENT AGREEMENT**

..... Jason Garewal/Wesley Burnett, p.101

**XIII. EXECUTIVE SESSION**

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code. (3) Deliberation and evaluation of officers and employees of Ector County Hospital District pursuant to Section 551.074 of the Texas Government Code; (4) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; (5) Information that, if released or disclosed, would give advantage to a competitor as per Section 552.104 of the Texas Government Code; and (6) Advice, recommendations, opinions, or other material reflecting the policymaking processes of the Ector County Hospital District as per Section 552.111 of the Texas Government Code.

**XIV. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**

- A. Consider Approval of MCH ProCare Provider Agreement(s)**

**XV. ADJOURNMENT** ..... Mary Thompson

*If during the course of the meeting covered by this notice, the Board of Directors needs to meet in executive session, then such closed or executive meeting or session, pursuant to Chapter 551, Texas Government Code, will be held by the Board of Directors on the date, hour and place given in this notice or as soon after the commencement of the meeting covered by this notice as the Board of Directors may conveniently meet concerning any and all subjects and for any and all purposes permitted by Chapter 551 of said Government Code.*

## **MISSION**

***Medical Center Health System is a community-based teaching organization dedicated to providing high quality and affordable healthcare to improve the health and wellness of all residents of the Permian Basin.***

## **VISION**

***MCHS will be the premier source for health and wellness.***

## **VALUES**

***I-ntegrity***

***C-ustomer centered***

***A-ccountability***

***R-espect***

***E-xcellence***

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
MARCH 12, 2019 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

Mary Thompson, President  
David Dunn, Vice President  
Mary Lou Anderson  
Bryn Dodd  
Don Hallmark  
Richard Herrera  
Ben Quiroz

**OTHERS PRESENT:**

Rick Napper, President/Chief Executive Officer  
Robert Abernethy, Chief Financial Officer  
Chad Dunavan, Chief Nursing Officer  
Heather Bulman, Chief Experience Officer  
Dr. Sari Nabulsi, Chief Medical Officer  
Dr. Fernando Boccalandro, Chief of Staff  
Ellie Bane, Chief Legal Counsel  
Jan Ramos, ECHD Board Secretary  
Dr. Gary Ventolini, TTUHSC Permian Basin  
Various other interested members of the  
Medical Staff, Employees, and Citizens

**I. CALL TO ORDER**

Mary Thompson, President, called the meeting to order at 5:30 p.m. in the Board Room of Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

**II. INVOCATION**

Chaplain Farrell Ard offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

Mary Thompson led the Pledge of Allegiance to the United States and Texas flags.

**IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM**

Richard Herrera presented the Mission, Vision and Values of Medical Center Health System.

**V. AWARDS AND RECOGNITIONS**

**A. March 2019 Associates of the Month**

Rick Napper introduced the January 2019 Employees of the Month as follows:

- Clinical: Susanna Reveles, Certified Occupational Therapy Assistant, Occupational Therapy
- Non-Clinical: Pete Crisanti, Help Desk Manager, Cerner
- Nurse: Steven Bao, Registered Nurse, Flexpool

**B. Cath Lab Presentation**

Rene Rodriguez, Divisional Director, Cardiovascular Services, provided a presentation on the improvements that have been made in patient satisfaction scores in that unit.

This presentation was for information only. No action was taken.

**C. February Patient Satisfaction Winners**

The following units were recognized for their Net Promoter scores.

- Medical Practice: Women's Clinic
- Inpatient: 4 Central
- Outpatient: Mammography

**VI. CONSENT AGENDA**

**A. Consider Approval of Regular Meeting Minutes, February 12, 2019**

**B. Consider Approval of Joint Conference Committee, February 12, 2019**

Mary Lou Anderson moved and Ben Quiroz seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried unanimously.

**VII. COMMITTEE REPORTS**

**A. Finance Committee**

1. Financial Report for Month Ended January 31, 2019

David Dunn moved and Bryn Dodd seconded the motion to approve the Financial Report for Month Ended January 31, 2019 as presented. The motion carried unanimously.

2. Consent Agenda

- a. Capital Expenditure Request: Automated Urinalysis Analyzer
- b. Capital Expenditure Request: Cardiovascular Imaging Gamma Camera

David Dunn moved and Bryn Dodd seconded the motion to approve the Consent Agenda as presented. The motion carried unanimously.

3. Consider Approval of a Resolution Regarding HB2/SB2

David Dunn moved and Don Hallmark seconded the motion to table Consideration of Approval of a Resolution Regarding HB2/SB2. The motion carried unanimously.

**VIII. TEXAS TECH UNIVERSITY HEALTH SCIENCE CENTER AT THE PERMIAN BASIN REPORT**

Dr. Gary Ventolini provided the TTUHSC at the Permian Basin Report for information only. No action was taken.

**IX. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT AND ACTIONS**

**A. Studer Group Update**

Clay Linkous, Studer Group, provided a partnership update. This included improvements from initiatives such as the Alignment Room, Strategic Operational Assessment and Review (SOAR) meetings, nurse leader rounding, bedside shift report, and dyad rounding.

This presentation was for information only. No action was taken.

**B. Quarterly Quality Report**

Heather Bulman, Chief Patient Experience Officer, presented a quarterly quality update, including an update on the implementation of NRC for patient satisfaction surveys, feedback from the most recent Leader Development Institute, excitement about the Baldrige performance excellence program, and the decreased rate of hospital acquired infections.

This report was for information only. No action was taken.

**C. Quarterly Legal Report/Conflict of Interest**

Ellie Bane presented a quarterly legal report, including conflict of interest definitions, disclosures and penalties for violations.

This report was for information only. No action was taken.

Page 6 of 101

**X. CONSIDER AMENDED ORDER OF ELECTION OF DIRECTORS OF THE ECTOR COUNTY HOSPITAL DISTRICT**

Ellie Bane presented the Amended Order of Election of the Directors of the Ector County Hospital District. This order is amended to reduce the number of polling places from 16 to 8. The Order is as follows:

**ECTOR COUNTY HOSPITAL DISTRICT  
AMENDED ORDER AND NOTICE OF REGULAR DIRECTOR ELECTION  
(ORDEN ENMENDADA Y NOTIFICACIÓN DE ELECCIONES REGULARES PARA  
DIRECTOR)**

A regular election is hereby ordered to be held on May 4, 2019 for the purpose of:  
*(Por la presente se ordena que se lleve a cabo una elección regular el día 4 de mayo de 2019 con el propósito de:)*

Electing hospital directors to Single-member Districts 2, 4, and 6 to full terms.  
*(Elegir directores de hospital para ocupar puestos de término completo de miembro único para los Distritos 2, 4, y 6.)*

Early voting by personal appearance will be conducted at the locations and times listed on Exhibit A. *(La votación anticipada en persona se llevará a cabo en los lugares y tiempos puestos en Exhibición A.)*

Applications for ballot by mail shall be mailed to:  
*(Las solicitudes de balotas por correo deberán enviarse a:)*

Ector County Elections Office  
Attn: Elizabeth Sertuche  
1010 East 8<sup>th</sup> Street  
Odessa, Texas 79761

Applications for ballots by mail must be received no later than the close of business on April 23, 2019. *(Las solicitudes de balotas por correo deberán recibirse a más tardar antes del horario de cierre de oficina el 23 de abril de 2019).*

The polling places designated on Exhibit B will be open from 7:00 a.m. to 7:00 p.m. on the day of the election. *(Los sitios de votación indicados en la Exhibición B se abrirán de 7:00 a.m. a 7:00 p.m. en el día de la elección).*

Issued this the 12<sup>TH</sup> day of MARCH, 2019.  
*(Emitido esto en el día 12 de MARZO de 2019)*

  
\_\_\_\_\_  
President of Board of Directors  
Presidente del Consejo Directivo

  
\_\_\_\_\_  
Vice President of Board of Directors  
Vicepresidente del Consejo Directivo

Exhibit A

**ECTOR COUNTY EARLY VOTING  
 SCHEDULE  
 FOR MAY 4, 2019 JOINT ELECTION**  
 (HORARIO PARA LA VOTACIÓN ADELANTADA DE LA ELECCIÓN CONJUNTA  
 DEL CONDADO DE ECTOR DEL DÍA 4 DE MAYO DE 2019)

*The following location will be open during Early  
 Voting only.*

*(El siguiente local estará abierto durante las Votaciones Adelantadas  
 solamente.)*

<b>LOCATION/ADDRESS</b>	<b>APRIL 22nd - APRIL 26th MONDAY- FRIDAY</b>	<b>APRIL 29th &amp; 30th MONDAY &amp; TUESDAY</b>
<i>(UBICACIÓN /DIRECCIÓN y</i>	<i>(22 DE ABRIL AL 26 DE ABRIL) LUNES A VIERNES</i>	<i>(29 y 30 de abril) lunes y martes</i>
<b>ECTOR COUNTY COURTHOUSE ANNEX 1010 E. 8<sup>TH</sup> ST. (ANEXO DEL JUZGADO DEL CONDADO DE ECTOR (1010 E. 8<sup>TH</sup> ST.)</b>	<b>8:00 AM – 5:00 PM</b>	<b>7:00 AM – 7:00 PM</b>

**\*\*Vote Centers are subject to change if no  
 opposition in those districts and the current  
 officeholders are declared elected.**

*\*\*Los centros de votación están sujetos a cambio si  
 no hay oposición en esos distritos y los actuales  
 titulares del cargo son declarados elegidos.*



**AMENDED ORDER  
 FOR  
 JOINT GENERAL ELECTION FOR THE  
 ECTOR COUNTY HOSPITAL DISTRICT  
 AND  
 ODESSA COLLEGE**

**SATURDAY, MAY 4, 2019  
 ELECTION DAY VOTE CENTERS  
 7:00 A.M.-7:00 P.M.**

*Orden Enmendada  
 La Elección General Conjunta Para  
 el Distrito del Hospital del Condado de Ector y el Colegio de Odessa*

*Sábado, 4 de mayo del 2019  
 Centros de Votación para el día de la elección  
 7:00 A.M. – 7:00 P.M.*

Chapel Hill Baptist Church <i>Iglesia Bautista Chapel Hill</i>	1820 E 52 <sup>nd</sup> St., Odessa, TX. 79762 <i>1820 Este de la calle 52</i>
First Baptist Church <i>Primera Iglesia Bautista</i>	709 N. Lee St., Odessa, TX. 79761 <i>709 Norte de la Avenida Lee</i>
First Church of the Nazarene <i>Primera Iglesia de Nazareno</i>	2223 Lyndale Dr., Odessa, TX. 79762 <i>2223 Avenida Lyndale</i>
MCH Primary Care- West <i>Centro Medico MCH - Oeste</i>	6030 W. University, Odessa, TX. 79764 <i>6030 Oeste de la calle Universidad</i>
Odessa Christian Faith Center 180 Youth Building <i>Iglesia Odessa Christian Faith Center(Edificio 180)</i>	8828 Andrews Hwy., Odessa, TX. 79762 <i>8828 Carretera Andrews</i>
Odessa College Sports Center <i>Centro de Deportes Del Colegio de Odessa</i>	201 W. University Blvd. Odessa, TX. 79764 <i>201 Oeste de la calle Universidad</i>
PAL Center <i>Centro Pal</i>	1015 N. County Road West (10th & W. Co. Rd.), Odessa, TX. 79763 <i>1015 Norte de la calle County Road West</i>
Westlake Hardware <i>Tienda Ferreteria Westlake</i>	4652 E. University Blvd. Odessa, TX. 79761 <i>4652 Este de la calle Universidad</i>

Richard Herrera moved and David Dunn seconded the motion to approve the Order of Election as presented. The motion carried unanimously.

**XI. CONSIDER ORDER OF CANCELLATION OF ELECTION OF DIRECTORS DISTRICT 2 AND DISTRICT 4**

Ellie Bane presented the Order of Cancellation of Election (Director District 2 and 4). This order cancels the election for those districts whose candidates are unopposed and thereby elected. The Order is as follows:

**ORDER OF CANCELLATION OF ELECTION  
(DIRECTOR DISTRICT 2 AND 4)  
ORDEN DE CANCELACIÓN DE LA ELECCIÓN  
(DIRECTOR DE DISTRITO 2 y 4)**

The Ector County Hospital District hereby cancels the election for Director District 2 and District 4 scheduled to be held on May 4, 2019 in accordance with Section 2.053(a) of the Texas Election Code. The following candidates have been certified as unopposed and is hereby elected as follows:

*El distrito del Hospital del Condado Ector por este medio cancela la elección de Director del Distrito 2 y del Distrito 4 que estaba programada para el 4 de mayo de 2019, de acuerdo con la Sección 2.053(a) del Código de Elecciones de Texas. Los candidatos siguientes han sido certificados como candidatos sin oposición y son por este medio elegidos como sigue:*

<u>Candidate (Candidato)</u>	<u>Office Sought (Cargo al que presenta candidatura)</u>
Mary Lou Anderson	Board of Directors - District 2 (Junta de Directores - Distrito 2)
David Dunn	Board of Directors - District 4 (Junta de Directores - Distrito 4)

A copy of this order will be posted on Election Day at each polling place that would have been used in the election.

*El día de las elecciones se exhibirá una copia de esta orden en todos los centros electorales que se hubieran utilizado en la elección.*

Mary Thompson  
President (Presidente)

Jan Barnes  
Secretary (Secretario)

MARCH 17, 2019  
Date of adoption (Fecha de adopción)

## **XII. EXECUTIVE SESSION**

Mary Thompson stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code. (3) Deliberation and evaluation of officers and employees of Ector County Hospital District pursuant to Section 551.074 of the Texas Government Code; (4) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; (5) Information that, if released or disclosed, would give advantage to a competitor as per Section 552.104 of the Texas Government Code; and (6) Advice, recommendations, opinions, or other material reflecting the policymaking processes of the Ector County Hospital District as per Section 552.111 of the Texas Government Code.

The individuals present during the entire Executive Session were Mary Thompson, David Dunn, Mary Lou Anderson, Bryn Dodd, Don Hallmark, Richard Herrera, Ben Quiroz, Rick Napper, Robert Abernethy, Ellie Bane, and Jan Ramos.

Adiel Alvarado reported to the Board of Directors during Executive Session and then was excused.

**Executive Session began at 6:40 pm.**  
**Executive Session ended at 7:55 p.m.**

No action was taken during Executive Session.

## **XIII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**

### **A. Consider Approval of MCH ProCare Provider Agreement(s)**

Mary Thompson presented the following MCH ProCare Provider Agreements:

- Jason Zagrodsky, MD, 3 year renewal for Electrophysiology
- Hao Ming Wu, MD, 3 year renewal for Vascular Surgery
- Johany Herrera, MD, additional Medical Directorship
- Varuna Nargunan, MD, 3 year renewal for Endocrinology / Medical Directorship
- Olga Blakely, MD, new 3 year agreement for Anesthesia
- Fouzia Tabasam, MD, new 3 year agreement for Hospitalist group
- Katy Bagwill, CRNA, new 3 year agreement for Anesthesia
- Kyle Dunaway, CRNA, new 3 year agreement for Anesthesia
- Kailea Walker, NP, new 3 year agreement for Cardiology

Page 11 of 101

Ben Quiroz moved and David Dunn seconded the motion to approve the MCH ProCare provider agreements as presented. The motion carried unanimously.

**B. Consider Approval of a Resolution Regarding a Legislative Change in Charter**

Mary Thompson presented the resolution regarding a charter revision.

Don Hallmark moved and Mary Lou Anderson seconded the motion to approve the resolution regarding a charter revision. The motion carried with the following vote:

- Mary Thompson            yea
- David Dunn                yea
- Mary Lou Anderson       yea
- Bryn Dodd                 yea
- Don Hallmark             yea
- Richard Herrera         nay
- Ben Quiroz                abstained

**C. Consider Approval of a Resolution Regarding Authorized Authority and Signatory Authority**

Mary Thompson presented the resolution clarifying signatory authority.

Don Hallmark moved and Richard Herrera seconded the motion to approve the resolution clarifying signatory authority with a minor change, "current budget year". The motion carried unanimously.

**XIV. ADJOURNMENT**

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 7:58 p.m.

Respectfully submitted,



\_\_\_\_\_  
Jan Ramos, Secretary  
Ector County Hospital District Board of Directors



March 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff and Allied Health Professionals Staff Applicants

**Statement of Pertinent Facts:**

Pursuant to Sections 4.1-4 and 6.2-6 of the Medical Staff Bylaws, the application process for the following Medical Staff and Allied Health Professional applicants is complete. The Joint Conference Committee and the Medical Executive Committee recommend approval of privileges or scope of practice and membership to the Medical Staff or Allied Health Professionals Staff for the following applicants, effective upon Board Approval:

**Medical Staff:**

Applicant	Department	Specialty/Privileges	Group	Dates
Alyssa Gans, MD	Surgery	Surgery Trauma	Envision	03/12/2019 – 03/11/2020
Emmanuel Sonaïke, MD	Surgery	Surgery Trauma	Envision	03/12/2019 – 03/11/2020
Jonathan Lee, MD	Radiology	Radiology/ Telemedicine	VRAD	03/12/2019 – 03/11/2021
Dawood Malik, MD	Radiology	Radiology/ Telemedicine	VRAD	03/12/2019 – 03/11/2021
Chiraq Patel, MD	Radiology	Radiology/ Telemedicine	VRAD	03/12/2019 – 03/11/2021
Alan Pratt, MD	Radiology	Radiology/ Telemedicine	VRAD	03/12/2019 – 03/11/2021
Wesley Pruett, MD	Radiology	Radiology/ Telemedicine	VRAD	03/12/2019 – 03/11/2021
Duane Wilson, MD	Radiology	Radiology/ Telemedicine	VRAD	03/12/2019 – 03/11/2021

**Allied Health:**

Applicant	Department	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Hayleyesus Gulilat, NP	Emergency Medicine	Allied Health Professional	BEPO	Dr. Shipkey	03/12/2019 – 03/11/2021
Katherine Powers, NP	Surgery	Trauma/ Surgery	Envision	Dr. Grove	03/12/2019 – 03/11/2021



\*Please grant temporary Privileges

**Advice, Opinions, Recommendations and Motions:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee and the Joint Conference Committee and approve privileges and membership to the Medical Staff as well as scope of practice and Allied Health Professional Staff membership for the above listed applicants.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/TL



March 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Reappointment of the Medical Staff and/or Allied Health Professional Staff

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following reappointments of the Medical Staff and Allied Health Professional Staff as submitted. These reappointment recommendations are made pursuant to and in accordance with Medical Staff Bylaws sections 4.4-4 and 6.6-3.

**Medical Staff:**

Applicant	Department	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Adebayo Atolagbe, MD	Pediatrics	Active	Pediatric Hospitalist	CompHealth	None	04/01/2019 – 03/31/2021
Yulia Bronstein, MD	Radiology	Telemedicine	Telemedicine	VRAD	None	04/01/2019 – 03/31/2021
Sam Eun Kim, MD	Medicine	Associate to Active	Internal Medicine	ProCare	None	04/01/2019 – 03/31/2021
Chuong Le, MD	Medicine	Telemedicine	Intraoperative Neuromonitoring	Real Time Neuromonitoring	ADD: Neuroimaging Interpretation	04/01/2019 – 03/31/2021
Ronald Sonken, MD	Radiology	Telemedicine	Telemedicine	VRAD	None	04/01/2019 – 03/31/2021
Sudip Bose, MD	Emergency Medicine	Active	Emergency Medicine	BEPO	None	05/01/2019 – 04/30/2021

**Allied Health Professionals:**

Applicant	Department	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Nancy Baquirin, NP	Family Medicine	Allied Health Professional	ProCare	Dr. Santiago Giraldo	None	04/01/2019 – 03/31/2021
Joseph Cox, NP	Emergency Medicine	Allied Health Professional	BEPO	Dr. Greg Shipkey	None	04/01/2019 – 03/31/2021
Steven Dillard, PA	Emergency Medicine	Allied Health Professional	BEPO	Dr. Greg Shipkey	None	04/01/2019 – 03/31/2021

James Horton, CRNA	Surgery	Allied Health Professional	MidWest Anesthesia	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	None	04/01/2019 – 03/31/2021
Jennifer James, NP	Surgery	Allied Health Professional	Envision	Dr. Kathy Grove	None	04/01/2019 – 03/31/2021
Kayla Notley, NP	Surgery	Allied Health Professional	ProCare	Dr. Vijay Borra	None	04/01/2019 – 03/31/2021

**Advice, Opinions, Recommendations and Motions:**

If the Hospital District Board of Directors concurs, the following motion is in order Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee relating to the reappointment of the Medical Staff and/or Allied Health Professional Staff.

Fernando Boccalandro, MD, Chief of Staff  
 Executive Committee Chair  
 /TL





March 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Clinical Privileges

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends the request below on change in clinical privileges. These clinical changes in privileges are recommendations made pursuant to and in accordance with Medical Staff Bylaws sections 4.2-11.

**Change in Clinical Privileges:**

Staff Member	Department	Privilege
Chuong Le, MD	Medicine	ADD: Neuroimaging Interpretation

**Advice, Opinions, Recommendations and Motions:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee relating to the change in clinical privileges of the Allied Health Professional Staff.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/TL



March 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

Item to be considered:

Change in Medical Staff or AHP Staff Status– Resignations/ Lapse of Privileges

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following changes in staff status. These resignations/lapse of privileges are recommendations made pursuant to and in accordance with the Medical Staff Bylaws section 4.4-4.

**Resignation/ Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Sudeep Dustin Burman, DO	Active	Surgery	04-30-2019	Resigned
Ravi Giyanani, MD	Telemedicine	Radiology	01-30-2019	Resigned
Moinul Islam, PA-C	Allied Health Professional	Family Medicine	02-11/2019	Resigned
Tonya Murphy, NP	Allied Health Professional	Pediatrics	02-13-2019	Resigned
Kristen Osiecki, DO	Active	Emergency Medicine	01-30-2019	Resigned
Peterson, Wylan MD	Affiliate	Surgery	01-23/2019	Resigned
Lindsey Washburn, PA	Allied Health Professional	Surgery	12-12-2018	Resigned
Jack Kim Willis, Jr., PA	Allied Health Professional	Emergency Medicine	01-30-2019	Resigned

Advice, Opinions, Recommendations and Motion:

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the Resignation / Lapse of Privileges.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/TL



March 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Medical Staff or AHP Staff Category

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommend approval of the following changes in staff status category. The respective departments determined that the practitioners have complied with all Bylaws requirements and are eligible for the change as noted below.

**Staff Category Change:**

Staff Member	Department	Category
Sam Eun Kim, MD	Medicine	Associate to Active
Bello, Violeta MD	Pediatrics	Leave of Absence back to Active Status

**Change in Credentialing Date:**

**NONE**

**Advice, Opinions, Recommendations and Motion:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the staff category changes.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/TL



March 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

CER: 806 Acquisition of Shimadzu Mobile Dart Evolution X-Ray Unit  
CER: 807 Acquisition of MRI Avanto Evolve Upgrade

**Statement of Pertinent Facts:**

The Medical Executive Committee recommends approval of the following:

CER: 806 Acquisition of Shimadzu Mobile Dart Evolution X-Ray Unit  
CER: 807 Acquisition of MRI Avanto Evolve Upgrade

**Advice, Opinions, Recommendations and Motion:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the CER(s).

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/TL



DATE: March 26, 2019

TO: Board of Directors  
Ector County Hospital District

FROM: Robert Abernethy  
Senior Vice President / Chief Financial Officer

Subject: Financial Report for the month ended February 28, 2019

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Attached are the Financial Statements for the month ended February 28, 2019 and a high level summary of the months activity.

Operating Results - Hospital Operations:

For the month ended February, the change in net position was a gain of \$1,687,110 comparing favorably to the budget loss of \$807,399 by 309.0%. Inpatient (I/P) revenue was below budget by \$580,806 or 1.2% driven primarily by decreased patient days and associated ancillary procedures. Outpatient (O/P) revenue was above budget by \$4,182,055 or 10.2% due to increased emergency department and other outpatient volumes. Net Patient Revenue was \$2,590,193 or 13.7% above the budget of \$18,949,626. Net operating revenue was \$2,651,302 or 10.4%, above budget due to increased net patient revenue and sales tax receipts.

Operating expenses for the month were under budget by \$112,953 due primarily to unfavorable salaries, purchased services, and repairs and maintenance. Unfavorable salaries and wages expenses were caused by increased use of employed staff and a decrease in contract labor usage. Actual FTEs per EEOB were 4.4 vs. budgeted 4.7. Purchased services unfavorable variances include \$752,620 in additional collection fees in the business office. Unfavorable repairs and maintenance expenses were the result of unbudgeted IT software maintenance contracts (Aperex, Citrix, etc.) not covered by the Cerner agreement. Major Favorable variances for the month include benefits, temporary labor, supplies, and other expenses. Favorable benefits expense caused by \$560,217 in decreased health care claims and \$301,621 favorable GASB 68 pension accrual. Favorable temporary labor variance was caused by fewer open positions. Favorable supply expense was a result of decreased surgical cases and GI procedures. Other expense variance was caused by budgeted \$99,570 in CMN dues budgeted to be paid in February that were not paid.

#### Operating Results - ProCare (501a) Operations:

For the month of February the net loss from operations before capital contributions was \$1,453,508 compared to a budgeted loss of \$787,835. Net operating revenue was below budget by \$284,673 due to decreased procedure volume during the month. Total operating costs were over budget by \$421,904 due to increased contract CRNA usage of \$170,317, contract radiologist usage of \$57,969, and \$162,018 in salaries expense due to unbudgeted 4% increase for staff in January, and accrual of provider bonuses.

#### Operating Results - Family Health Center Operations:

For the month of February the net gain/loss from operations by location:

- Clements: \$101,529 gain compared to a budgeted loss of \$111,636. Net revenue was favorable by \$198,665 due to increased volume. Operating costs were \$14,500 favorable to budget due to decreased physician allocation from ProCare.
- West University: \$55,963 loss compared to a budgeted loss of \$93,861. Net revenue was unfavorable by \$29,529 due to decreased volumes. Operating costs were favorable by \$67,427 driven by decreased physician allocation from ProCare.

#### Blended Operating Results - Ector County Hospital District:

The Change in Net Position for the month of February was a surplus of \$1,687,110 comparing favorably to a budgeted deficit of \$807,399. The Change in Net Position year to date is a surplus of \$4,347,377 comparing favorably to a budgeted deficit of \$5,108,014.

#### Volume:

Total admissions for the month were 1,144 or 4.8% above budget and 4.2% above last year. Year to date admissions were 5,846 or 3.1% above budget and 2.1% above last year. Patient days for the month were 5,379 or 6.7% below budget and 3.4% below last year. Year to date patient days were 28,195 or 1.6% above budget and 0.6% below last year. Due to the preceding, total average length of stay (ALOS) was 4.70 for the month and 4.82 year to date. Observation days were below budget by 2.4% and below prior year by 5.0%.

Emergency room visits for the month were 4,579 resulting in an increase compared to budget of 13.6% and an increase compared to last year of 4.0%. Year to date emergency room visits were 23,285 or 5.8% above budget and 3.9% above prior year. Total O/P occasions of service for the month were 19.7% above budget for the month and 14.4% above last year. Year to date OP occasions of service were 12.6% above budget and 9.0% above last year.

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
FEBRUARY 2019**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>Hospital InPatient Admissions</b>										
Acute / Adult	1,116	1,060	5.3%	1,071	4.2%	5,691	5,528	2.9%	5,586	1.9%
Neonatal ICU (NICU)	28	31	-10.1%	30	-6.7%	155	144	7.4%	139	11.5%
<b>Total Admissions</b>	<b>1,144</b>	<b>1,091</b>	<b>4.8%</b>	<b>1,101</b>	<b>3.9%</b>	<b>5,846</b>	<b>5,673</b>	<b>3.1%</b>	<b>5,725</b>	<b>2.1%</b>
<b>Patient Days</b>										
Adult & Pediatric	4,101	4,463	-8.1%	4,335	-5.4%	21,246	21,273	-0.1%	21,789	-2.5%
ICU	378	366	3.3%	449	-15.8%	2,094	1,902	10.1%	2,163	-3.2%
CCU	368	384	-4.2%	439	-16.2%	2,097	1,998	5.0%	2,070	1.3%
NICU	532	551	-3.4%	343	55.1%	2,758	2,572	7.2%	2,342	17.8%
<b>Total Patient Days</b>	<b>5,379</b>	<b>5,764</b>	<b>-6.7%</b>	<b>5,566</b>	<b>-3.4%</b>	<b>28,195</b>	<b>27,745</b>	<b>1.6%</b>	<b>28,364</b>	<b>-0.6%</b>
Observation (Obs) Days	604	619	-2.4%	636	-5.0%	3,853	3,201	20.4%	3,515	9.6%
Nursery Days	279	238	17.2%	234	19.2%	1,271	1,190	6.8%	1,239	2.6%
<b>Total Occupied Beds / Bassinets</b>	<b>6,262</b>	<b>6,621</b>	<b>-5.4%</b>	<b>6,436</b>	<b>-2.7%</b>	<b>33,319</b>	<b>32,136</b>	<b>3.7%</b>	<b>33,118</b>	<b>0.6%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	4.34	4.92	-11.7%	4.88	-10.9%	4.47	4.55	-1.8%	4.66	-4.1%
NICU	19.00	17.69	7.4%	11.43	66.2%	17.79	17.83	-0.2%	16.85	5.6%
<b>Total ALOS</b>	<b>4.70</b>	<b>5.28</b>	<b>-11.0%</b>	<b>5.06</b>	<b>-7.0%</b>	<b>4.82</b>	<b>4.89</b>	<b>-1.4%</b>	<b>4.95</b>	<b>-2.7%</b>
Acute / Adult & Pediatric w/o OB	5.24			5.62	-6.7%	5.31			5.52	-3.7%
<b>Average Daily Census</b>	<b>192.1</b>	<b>205.9</b>	<b>-6.7%</b>	<b>198.8</b>	<b>-3.4%</b>	<b>186.7</b>	<b>183.7</b>	<b>1.6%</b>	<b>187.8</b>	<b>-0.6%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.5660</b>	<b>1.5166</b>	<b>3.3%</b>	<b>1.5706</b>	<b>-0.3%</b>	<b>1.5780</b>	<b>1.5166</b>	<b>4.1%</b>	<b>1.5166</b>	<b>4.1%</b>
<b>Medicare</b>										
Admissions	443	422	5.0%	457	-3.1%	2,251	2,183	3.1%	2,344	-4.0%
Patient Days	2,189	2,346	-6.7%	2,374	-7.8%	11,359	11,144	1.9%	12,223	-7.1%
Average Length of Stay	4.94	5.56	-11.1%	5.19	-4.9%	5.05	5.11	-1.2%	5.21	-3.2%
Case Mix Index	1.7456			1.7249	1.2%	1.7175			1.6438	4.5%
<b>Medicaid</b>										
Admissions	155	148	4.7%	138	12.3%	771	750	2.8%	686	12.4%
Patient Days	865	927	-6.7%	697	24.1%	4,213	4,151	1.5%	3,550	18.7%
Average Length of Stay	5.58	6.26	-10.9%	5.05	10.5%	5.46	5.53	-1.3%	5.17	5.6%
Case Mix Index	1.1383			1.0410	9.3%	1.2036			1.1827	1.8%
<b>Commercial</b>										
Admissions	328	313	4.8%	269	21.9%	1,631	1,582	3.1%	1,426	14.4%
Patient Days	1,345	1,441	-6.7%	1,214	10.8%	6,965	6,865	1.5%	6,446	8.1%
Average Length of Stay	4.10	4.60	-10.9%	4.51	-9.1%	4.27	4.34	-1.6%	4.52	-5.5%
Case Mix Index	1.4862			1.5380	-3.4%	1.5562			1.5257	2.0%
<b>Self Pay</b>										
Admissions	200	191	4.7%	212	-5.7%	1,085	1,053	3.0%	1,146	-5.3%
Patient Days	887	950	-6.6%	1,154	-23.1%	5,105	5,039	1.3%	5,568	-8.3%
Average Length of Stay	4.44	4.97	-10.8%	5.44	-18.5%	4.71	4.79	-1.7%	4.86	-3.2%
Case Mix Index	1.5018			1.5347	-2.1%	1.4984			1.3948	7.4%
<b>All Other</b>										
Admissions	18	17	5.9%	25	-28.0%	108	105	2.9%	123	-12.2%
Patient Days	93	100	-7.0%	127	-26.8%	553	546	1.3%	577	-4.2%
Average Length of Stay	5.17	5.88	-12.2%	5.08	1.7%	5.12	5.20	-1.5%	4.69	9.2%
Case Mix Index	2.3778			2.1158	12.4%	2.1002			1.8170	15.6%
<b>Radiology</b>										
InPatient	3,984	4,347	-8.4%	4,608	-13.5%	22,479	22,601	-0.5%	22,641	-0.7%
OutPatient	7,367	7,191	2.4%	6,886	7.0%	38,477	37,389	2.9%	35,399	8.7%
<b>Cath Lab</b>										
InPatient	508	541	-6.1%	486	4.5%	2,815	2,815	0.0%	2,881	-2.3%
OutPatient	704	554	27.1%	735	-4.2%	3,071	2,882	6.6%	2,870	7.0%
<b>Laboratory</b>										
InPatient	66,565	66,684	-0.2%	72,312	-7.9%	356,996	346,528	3.0%	349,926	2.0%
OutPatient	59,371	52,741	12.6%	53,694	10.6%	292,488	273,769	6.8%	273,799	6.8%
<b>Other</b>										
Deliveries	167	161	3.7%	153	9.2%	798	805	-0.9%	803	-0.6%
<b>Surgical Cases</b>										
InPatient	245	289	-15.2%	218	12.4%	1,445	1,499	-3.6%	1,430	1.0%
OutPatient	565	599	-5.7%	618	-8.6%	2,763	3,113	-11.2%	2,931	-5.7%
<b>Total Surgical Cases</b>	<b>810</b>	<b>888</b>	<b>-8.8%</b>	<b>836</b>	<b>-3.1%</b>	<b>4,208</b>	<b>4,612</b>	<b>-8.8%</b>	<b>4,361</b>	<b>-3.5%</b>
<b>GI Procedures (Endo)</b>										
InPatient	118	101	16.8%	84	40.5%	721	525	37.3%	498	44.8%
OutPatient	200	269	-25.7%	219	-8.7%	1,087	1,399	-22.3%	1,349	-19.4%
<b>Total GI Procedures</b>	<b>318</b>	<b>370</b>	<b>-14.1%</b>	<b>303</b>	<b>5.0%</b>	<b>1,808</b>	<b>1,924</b>	<b>-6.0%</b>	<b>1,847</b>	<b>-2.1%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
FEBRUARY 2019**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>OutPatient (O/P)</b>										
Emergency Room Visits	4,579	4,032	13.6%	4,405	4.0%	23,285	22,017	5.8%	22,420	3.9%
Observation Days	604	619	-2.4%	636	-5.0%	3,853	3,201	20.4%	3,515	9.6%
Other O/P Occasions of Service	19,682	16,114	22.1%	16,686	18.0%	97,273	85,227	14.1%	88,250	10.2%
<b>Total O/P Occasions of Svc.</b>	<b>24,865</b>	<b>20,765</b>	<b>19.7%</b>	<b>21,727</b>	<b>14.4%</b>	<b>124,411</b>	<b>110,445</b>	<b>12.6%</b>	<b>114,185</b>	<b>9.0%</b>
<b>Hospital Operations</b>										
Manhours Paid	254,231	275,683	-7.8%	252,568	0.7%	1,334,342	1,393,608	-4.3%	1,377,310	-3.1%
FTE's	1,588.9	1,723.0	-7.8%	1,578.6	0.7%	1,546.4	1,615.1	-4.3%	1,596.2	-3.1%
Adjusted Patient Days	10,286	10,478	-1.8%	10,257	0.3%	52,200	50,881	2.6%	51,316	1.7%
Hours / Adjusted Patient Day	24.72	26.31	-6.1%	24.62	0.4%	25.56	27.39	-6.7%	26.84	-4.8%
Occupancy - Actual Beds	55.0%	59.0%	-6.7%	57.0%	-3.4%	53.5%	52.6%	1.6%	53.8%	-0.6%
FTE's / Adjusted Occupied Bed	4.3	4.6	-6.1%	4.3	0.4%	4.5	4.8	-6.7%	4.7	-4.8%
<b>InPatient Rehab Unit</b>										
Admissions	43	41	4.2%	34	26.5%	224	186	20.6%	153	46.4%
Patient Days	514	542	-5.2%	379	35.6%	2,672	2,710	-1.4%	1,928	38.6%
Average Length of Stay	12.0	13.1	-8.9%	11.1	7.2%	11.9	14.6	-18.2%	12.6	-5.3%
Manhours Paid	7,543	8,207	-8.1%	5,699	32.3%	39,588	41,798	-5.3%	29,411	34.6%
FTE's	47.1	51.3	-8.1%	35.6	32.3%	45.9	48.4	-5.3%	34.1	34.6%
<b>Center for Primary Care - Clements</b>										
Total Medical Visits	1,425	939	51.8%	994	43.4%	6,059	4,609	31.5%	4,881	24.1%
Manhours Paid	3,572	3,509	1.8%	484	638.0%	19,311	18,931	2.0%	2,858	575.6%
FTE's	22.3	21.9	1.8%	3.0	638.0%	22.4	21.9	2.0%	3.3	575.6%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	363	669	-45.7%	648	-44.0%	2,725	3,443	-20.8%	3,337	-18.3%
Total Optometry	119	229	-48.0%	227	-47.6%	1,115	1,332	-16.3%	1,322	-15.7%
Manhours Paid	1,506	2,234	-32.6%	156	865.5%	7,930	12,049	-34.2%	850	833.1%
FTE's	9.4	14.0	-32.6%	1.0	865.5%	9.2	14.0	-34.2%	1.0	833.1%
<b>Total ECHD Operations</b>										
Total Admissions	1,187	1,132	4.8%	1,135	4.6%	6,070	5,858	3.6%	5,878	3.3%
Total Patient Days	5,893	6,306	-6.5%	5,945	-0.9%	30,867	30,455	1.4%	30,292	1.9%
Total Patient and Obs Days	6,497	6,925	-6.2%	6,581	-1.3%	34,720	33,656	3.2%	33,807	2.7%
Total FTE's	1,667.8	1,810.2	-7.9%	1,618.2	3.1%	1,623.9	1,699.5	-4.4%	1,634.6	-0.7%
FTE's / Adjusted Occupied Bed	4.1	4.4	-6.3%	4.1	0.2%	4.3	4.7	-8.2%	4.5	-4.7%
<b>Total Adjusted Patient Days</b>	<b>11,268</b>	<b>11,463</b>	<b>-1.7%</b>	<b>10,955</b>	<b>2.9%</b>	<b>57,156</b>	<b>54,932</b>	<b>4.0%</b>	<b>54,815</b>	<b>4.3%</b>
<b>Hours / Adjusted Patient Day</b>	<b>23.68</b>	<b>25.27</b>	<b>-6.3%</b>	<b>23.63</b>	<b>0.2%</b>	<b>24.51</b>	<b>26.69</b>	<b>-8.2%</b>	<b>25.73</b>	<b>-4.7%</b>
<b>Outpatient Factor</b>	<b>1.9122</b>	<b>1.8178</b>	<b>5.2%</b>	<b>1.8427</b>	<b>3.8%</b>	<b>1.8517</b>	<b>1.8342</b>	<b>1.0%</b>	<b>1.8095</b>	<b>2.3%</b>
<b>Blended O/P Factor</b>	<b>2.1381</b>	<b>2.0630</b>	<b>3.6%</b>	<b>2.0869</b>	<b>2.5%</b>	<b>2.0594</b>	<b>2.0815</b>	<b>-1.1%</b>	<b>2.0691</b>	<b>-0.5%</b>
<b>Total Adjusted Admissions</b>	<b>2,270</b>	<b>2,058</b>	<b>10.3%</b>	<b>2,092</b>	<b>8.5%</b>	<b>11,247</b>	<b>10,746</b>	<b>4.7%</b>	<b>10,636</b>	<b>5.7%</b>
<b>Hours / Adjusted Admisssion</b>	<b>117.57</b>	<b>140.71</b>	<b>-16.4%</b>	<b>123.79</b>	<b>-5.0%</b>	<b>124.58</b>	<b>136.46</b>	<b>-8.7%</b>	<b>132.60</b>	<b>-6.1%</b>
<b>FTE's - Hospital Contract</b>	<b>43.3</b>	<b>54.9</b>	<b>-21.1%</b>	<b>58.3</b>	<b>-25.7%</b>	<b>47.5</b>	<b>50.7</b>	<b>-6.3%</b>	<b>63.3</b>	<b>-25.0%</b>
<b>FTE's - Mgmt Services</b>	<b>66.6</b>	<b>50.1</b>	<b>32.9%</b>	<b>39.7</b>	<b>67.8%</b>	<b>67.3</b>	<b>50.1</b>	<b>34.3%</b>	<b>43.5</b>	<b>54.7%</b>
<b>Total FTE's (including Contract)</b>	<b>1,777.8</b>	<b>1,915.3</b>	<b>-7.2%</b>	<b>1,716.1</b>	<b>3.6%</b>	<b>1,738.7</b>	<b>1,800.3</b>	<b>-3.4%</b>	<b>1,741.5</b>	<b>-0.2%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>4.4</b>	<b>4.7</b>	<b>-5.6%</b>	<b>4.4</b>	<b>0.7%</b>	<b>4.6</b>	<b>4.9</b>	<b>-7.2%</b>	<b>4.8</b>	<b>-4.2%</b>
<b>ProCare FTEs</b>	<b>212.6</b>	<b>241.1</b>	<b>-11.8%</b>	<b>227.6</b>	<b>-6.6%</b>	<b>216.1</b>	<b>241.1</b>	<b>-10.4%</b>	<b>237.8</b>	<b>-9.1%</b>
<b>Total System FTEs</b>	<b>1,990.4</b>	<b>2,156.4</b>	<b>-7.7%</b>	<b>1,943.7</b>	<b>2.4%</b>	<b>1,954.8</b>	<b>2,041.4</b>	<b>-4.2%</b>	<b>1,979.3</b>	<b>-1.2%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	1,257	1,014	24.0%	1,250	0.6%	5,354	5,466	-2.0%	6,075	-11.9%
West University	880	662	32.9%	862	2.1%	3,514	3,570	-1.6%	4,212	-16.6%
42nd Street	971	757	28.3%	936	3.7%	3,880	4,082	-4.9%	4,132	-6.1%
<b>Total Urgent Care Visits</b>	<b>3,108</b>	<b>2,433</b>	<b>27.7%</b>	<b>3,048</b>	<b>2.0%</b>	<b>12,748</b>	<b>13,118</b>	<b>-2.8%</b>	<b>14,419</b>	<b>-11.6%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	600	557	7.7%	469	27.9%	2,631	2,384	10.4%	2,623	0.3%
West Clinic	556	432	28.7%	441	26.1%	1,986	1,767	12.4%	2,202	-9.8%
<b>Total Wal-Mart Visits</b>	<b>1,156</b>	<b>989</b>	<b>16.9%</b>	<b>910</b>	<b>27.0%</b>	<b>4,617</b>	<b>4,151</b>	<b>11.2%</b>	<b>4,825</b>	<b>-4.3%</b>



**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
FEBRUARY 2019**

	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>		
	<b>HOSPITAL</b>	<b>PRO CARE</b>	
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 23,594,098	\$ 5,000	\$ 23,599,098
Investments	41,792,963	-	41,792,963
Patient Accounts Receivable - Gross	210,136,004	41,578,417	251,714,421
Less: 3rd Party Allowances	(100,364,116)	(9,072,150)	(109,436,266)
Bad Debt Allowance	(72,334,532)	(26,878,392)	(99,212,924)
Net Patient Accounts Receivable	37,437,357	5,627,874	43,065,232
Taxes Receivable	9,750,259	-	9,750,259
Accounts Receivable - Other	13,763,290	4,518,030	18,281,319
Inventories	6,721,704	304,656	7,026,360
Prepaid Expenses	3,920,945	166,064	4,087,009
<b>Total Current Assets</b>	<b>136,980,617</b>	<b>10,621,624</b>	<b>147,602,242</b>
<b>CAPITAL ASSETS:</b>			
Property and Equipment	463,031,751	467,364	463,499,115
Construction in Progress	306,675	-	306,675
	463,338,426	467,364	463,805,790
Less: Accumulated Depreciation and Amortization	(280,787,651)	(285,650)	(281,073,301)
<b>Total Capital Assets</b>	<b>182,550,776</b>	<b>181,714</b>	<b>182,732,490</b>
<b>INTANGIBLE ASSETS / GOODWILL - NET</b>	<b>11,210</b>	<b>138,986</b>	<b>150,195</b>
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	7,148,746	-	7,148,746
Restricted Assets Held in Endowment	6,184,815	-	6,184,815
Restricted TPC, LLC	382,641	-	382,641
Restricted MCH West Texas Services	2,189,026	-	2,189,026
Pension, Deferred Outflows of Resources	6,725,511	-	6,725,511
Assets whose use is Limited	-	14,972	14,972
<b>TOTAL ASSETS</b>	<b>\$ 342,173,341</b>	<b>\$ 10,957,296</b>	<b>\$ 353,130,638</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 4,773,979	\$ -	\$ 4,773,979
Self-Insurance Liability - Current Portion	3,493,156	-	3,493,156
Accounts Payable	12,323,424	2,575,138	14,898,562
A/R Credit Balances	4,559,188	-	4,559,188
Accrued Interest	1,325,753	-	1,325,753
Accrued Salaries and Wages	5,633,596	4,894,316	10,527,912
Accrued Compensated Absences	3,982,152	-	3,982,152
Due to Third Party Payors	939,334	-	939,334
Deferred Revenue	6,251,470	576,969	6,828,439
<b>Total Current Liabilities</b>	<b>43,282,051</b>	<b>8,046,422</b>	<b>51,328,473</b>
ACCRUED POST RETIREMENT BENEFITS	48,749,123	-	48,749,123
SELF-INSURANCE LIABILITIES - Less Current Portion	2,409,871	-	2,409,871
LONG-TERM DEBT - Less Current Maturities	43,600,748	-	43,600,748
<b>Total Liabilities</b>	<b>138,041,793</b>	<b>8,046,422</b>	<b>146,088,215</b>
<b>FUND BALANCE</b>	<b>204,131,548</b>	<b>2,910,874</b>	<b>207,042,422</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 342,173,341</b>	<b>\$ 10,957,296</b>	<b>\$ 353,130,638</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
FEBRUARY 2019**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 23,599,098	\$ 35,063,275	\$ 5,200	\$ (11,469,377)
Investments	41,792,963	20,681,168	-	21,111,796
Patient Accounts Receivable - Gross	251,714,421	233,801,086	50,818,982	(32,905,646)
Less: 3rd Party Allowances	(109,436,266)	(96,357,975)	(14,361,289)	1,282,999
Bad Debt Allowance	(99,212,924)	(106,436,913)	(30,938,698)	38,162,687
Net Patient Accounts Receivable	43,065,232	31,006,197	5,518,995	6,540,040
Taxes Receivable	9,750,259	9,874,752	-	(124,492)
Accounts Receivable - Other	18,281,319	20,607,851	1,919,795	(4,246,327)
Inventories	7,026,360	6,668,788	207,786	149,787
Prepaid Expenses	4,087,009	3,915,303	361,509	(189,802)
Total Current Assets	147,602,242	127,817,334	8,013,284	11,771,623
<b>CAPITAL ASSETS:</b>				
Property and Equipment	463,499,115	461,430,074	520,697	1,548,344
Construction in Progress	306,675	194,727	-	111,949
	463,805,790	461,624,800	520,697	1,660,293
Less: Accumulated Depreciation and Amortization	(281,073,301)	(273,018,611)	(325,258)	(7,729,432)
Total Capital Assets	182,732,490	188,606,190	195,439	(6,069,138)
INTANGIBLE ASSETS / GOODWILL - NET	150,195	28,354	190,863	(69,022)
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	7,148,746	4,731,764	-	2,416,982
Restricted Assets Held in Endowment	6,184,815	6,105,800	-	79,015
Restricted MCH West Texas Services	2,189,026	2,121,628	-	67,398
Pension, Deferred Outflows of Resources	6,725,511	6,725,511	-	-
Assets whose use is Limited	14,972	-	61,843	(46,871)
TOTAL ASSETS	\$ 353,130,638	\$ 336,519,221	\$ 8,461,429	\$ 8,149,988
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 4,773,979	\$ 4,773,979	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,493,156	3,493,156	-	-
Accounts Payable	14,898,562	16,840,141	2,485,674	(4,427,253)
A/R Credit Balances	4,559,188	4,449,515	-	109,672
Accrued Interest	1,325,753	42,618	-	1,283,135
Accrued Salaries and Wages	10,527,912	6,378,073	6,008,586	(1,858,747)
Accrued Compensated Absences	3,982,152	3,936,690	-	45,462
Due to Third Party Payors	939,334	335,256	-	604,078
Deferred Revenue	6,828,439	353,553	-	6,474,885
Total Current Liabilities	51,328,473.39	40,602,981.94	8,494,259	2,231,232
ACCRUED POST RETIREMENT BENEFITS	48,749,123	45,849,123	-	2,900,000
SELF-INSURANCE LIABILITIES - Less Current Portion	2,409,871	2,409,871	-	-
LONG-TERM DEBT - Less Current Maturities	43,600,748	44,929,369	-	(1,328,621)
Total Liabilities	146,088,215	133,791,345	8,494,259	3,802,611
FUND BALANCE	207,042,422	202,727,876	(32,831)	4,347,377
TOTAL LIABILITIES AND FUND BALANCE	\$ 353,130,638	\$ 336,519,221	\$ 8,461,429	\$ 8,149,988

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
FEBRUARY 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Inpatient Revenue	\$ 49,349,201	\$ 49,930,193	-1.2%	\$ 49,035,618	0.6%	\$ 269,237,517	\$ 255,541,575	5.4%	\$ 253,142,598	6.4%
Outpatient Revenue	56,165,650	53,074,264	5.8%	53,295,346	5.4%	285,223,432	276,378,234	3.2%	270,635,035	5.4%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 105,514,851</b>	<b>\$ 103,004,457</b>	<b>2.4%</b>	<b>\$ 102,330,963</b>	<b>3.1%</b>	<b>\$ 554,460,949</b>	<b>\$ 531,919,809</b>	<b>4.2%</b>	<b>\$ 523,777,633</b>	<b>5.9%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 62,277,084	\$ 64,312,963	-3.2%	\$ 67,714,805	-8.0%	\$ 348,352,767	\$ 336,985,849	3.4%	\$ 343,860,274	1.3%
Policy Adjustments	1,312,808	1,746,259	-24.8%	216,901	505.3%	14,487,001	8,716,095	66.2%	11,792,016	22.9%
Uninsured Discount	21,287,166	8,309,005	156.2%	6,712,810	217.1%	43,958,057	40,171,594	9.4%	28,069,764	56.6%
Indigent	(200,383)	1,680,611	-111.9%	1,570,513	-112.8%	160,868	8,359,242	-98.1%	2,606,293	-93.8%
Provision for Bad Debts	(2,696,801)	6,057,228	-144.5%	6,620,237	-140.7%	26,129,375	30,947,938	-15.6%	34,964,748	-25.3%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 81,979,873</b>	<b>\$ 82,106,066</b>	<b>-0.2%</b>	<b>\$ 82,835,266</b>	<b>-1.0%</b>	<b>\$ 433,088,068</b>	<b>\$ 425,180,718</b>	<b>1.9%</b>	<b>\$ 421,293,096</b>	<b>2.8%</b>
	<b>77.70%</b>	<b>79.71%</b>		<b>80.95%</b>		<b>78.11%</b>	<b>79.93%</b>		<b>80.43%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 865,393	\$ 1,156,242	-25.2%	\$ 1,156,242	-25.2%	\$ 4,326,963	5,781,210	-25.2%	\$ 5,781,212	-25.2%
DSRIP	971,658	971,658	0.0%	1,000,000	-2.8%	4,858,290	4,858,290	0.0%	4,773,262	1.8%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	132,051	-100.0%	-	-	0.0%	132,051	-100.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 1,837,051</b>	<b>\$ 2,127,900</b>	<b>-13.7%</b>	<b>\$ 2,288,293</b>	<b>-19.7%</b>	<b>\$ 9,185,253</b>	<b>\$ 10,639,500</b>	<b>-13.7%</b>	<b>\$ 10,686,525</b>	<b>-14.0%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 25,372,028</b>	<b>\$ 23,026,291</b>	<b>10.2%</b>	<b>\$ 21,783,990</b>	<b>16.5%</b>	<b>\$ 130,558,133</b>	<b>\$ 117,378,591</b>	<b>11.2%</b>	<b>\$ 113,171,062</b>	<b>15.4%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 6,027,816	\$ 5,857,435	2.9%	\$ 5,915,478	1.9%	\$ 30,147,108	\$ 28,809,297	4.6%	\$ 26,340,864	14.4%
Other Revenue	822,029	930,613	-11.7%	845,337	-2.8%	4,154,338	4,241,423	-2.1%	3,909,842	6.3%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,849,845</b>	<b>\$ 6,788,048</b>	<b>0.9%</b>	<b>\$ 6,760,815</b>	<b>1.3%</b>	<b>\$ 34,301,446</b>	<b>\$ 33,050,720</b>	<b>3.8%</b>	<b>\$ 30,250,706</b>	<b>13.4%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 32,221,873</b>	<b>\$ 29,814,339</b>	<b>8.1%</b>	<b>\$ 28,544,806</b>	<b>12.9%</b>	<b>\$ 164,859,579</b>	<b>\$ 150,429,311</b>	<b>9.6%</b>	<b>\$ 143,421,768</b>	<b>14.9%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 12,882,647	\$ 12,526,260	2.8%	\$ 12,220,154	5.4%	\$ 65,216,608	\$ 63,432,396	2.8%	\$ 64,006,464	1.9%
Benefits	2,459,967	3,291,758	-25.3%	3,606,626	-31.8%	14,947,970	16,304,547	-8.3%	18,014,732	-17.0%
Temporary Labor	920,787	839,669	9.7%	840,085	9.6%	5,209,976	4,290,412	21.4%	4,811,792	8.3%
Physician Fees	1,126,726	1,100,878	2.3%	801,887	40.5%	5,556,044	5,893,449	-5.7%	6,248,175	-11.1%
Texas Tech Support	999,260	1,001,417	-0.2%	26,866	3619.4%	4,959,658	5,007,085	-0.9%	4,026,866	23.2%
Purchased Services	4,199,829	3,706,529	13.3%	2,344,645	79.1%	22,611,218	19,232,096	17.6%	10,499,904	115.3%
Supplies	4,564,273	4,653,478	-1.9%	4,676,887	-2.4%	24,722,646	23,946,362	3.2%	23,736,263	4.2%
Utilities	339,279	346,801	-2.2%	335,742	1.1%	1,604,459	1,680,805	-4.5%	1,684,489	-4.8%
Repairs and Maintenance	859,739	571,037	50.6%	1,055,997	-18.6%	4,229,165	2,975,528	42.1%	4,938,406	-14.4%
Leases and Rent	120,943	91,232	32.6%	199,041	-39.2%	611,299	489,802	24.8%	703,760	-13.1%
Insurance	117,342	135,001	-13.1%	130,902	-10.4%	632,640	675,005	-6.3%	650,781	-2.8%
Interest Expense	248,582	239,867	3.6%	268,946	-7.6%	1,293,940	1,292,786	0.1%	1,375,580	-5.9%
ECHDA	304,256	229,410	32.6%	442,658	-31.3%	1,476,907	1,234,390	19.6%	1,010,982	46.1%
Other Expense	158,590	260,577	-39.1%	278,894	-43.1%	749,879	982,804	-23.7%	925,232	-19.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 29,302,219</b>	<b>\$ 28,993,914</b>	<b>1.1%</b>	<b>\$ 27,229,332</b>	<b>7.6%</b>	<b>\$ 153,822,407</b>	<b>\$ 147,437,467</b>	<b>4.3%</b>	<b>\$ 142,633,427</b>	<b>7.8%</b>
Depreciation/Amortization	\$ 1,564,441	\$ 1,727,296	-9.4%	\$ 1,646,747	-5.0%	\$ 8,081,051	\$ 8,587,692	-5.9%	\$ 8,641,620	-6.5%
(Gain) Loss on Sale of Assets	4,931	-	0.0%	-	0.0%	7,935	-	0.0%	(452)	-1857.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 30,871,591</b>	<b>\$ 30,721,210</b>	<b>0.5%</b>	<b>\$ 28,876,079</b>	<b>6.9%</b>	<b>\$ 161,911,393</b>	<b>\$ 156,025,159</b>	<b>3.8%</b>	<b>\$ 151,274,595</b>	<b>7.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 1,350,282</b>	<b>\$ (906,871)</b>	<b>-248.9%</b>	<b>\$ (331,274)</b>	<b>-507.6%</b>	<b>\$ 2,948,186</b>	<b>\$ (5,595,848)</b>	<b>-152.7%</b>	<b>\$ (7,852,827)</b>	<b>-137.5%</b>
Operating Margin	4.19%	-3.04%	-237.8%	-1.16%	-461.1%	1.79%	-3.72%	-148.1%	-5.48%	-132.7%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 262,224	\$ 23,124	1034.0%	\$ 13,168	1891.4%	\$ 593,086	\$ 109,238	442.9%	\$ 135,385	338.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	-
Donations	-	786	-100.0%	-	-	300,260	786	38101.0%	923	32447.8%
Build America Bonds Subsidy	70,637	82,117	-14.0%	84,956	-16.9%	408,290	410,585	-0.6%	422,338	-3.3%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,683,143</b>	<b>\$ (800,844)</b>	<b>-310.2%</b>	<b>\$ (233,150)</b>	<b>-821.9%</b>	<b>\$ 4,249,822</b>	<b>\$ (5,075,239)</b>	<b>-183.7%</b>	<b>\$ (7,294,182)</b>	<b>-158.3%</b>
Unrealized Gain/(Loss) on Investments	\$ -	\$ (12,484)	0.0%	\$ -	-	\$ 30,157	\$ (62,420)	0.0%	\$ (52,622)	-157.3%
Investment in Subsidiaries	3,967	5,929	-33.1%	(45,370)	-108.7%	67,398	29,645	127.4%	16,061	319.6%
<b>CHANGE IN NET POSITION</b>	<b>\$ 1,687,110</b>	<b>\$ (807,399)</b>	<b>-309.0%</b>	<b>\$ (278,521)</b>	<b>-705.7%</b>	<b>\$ 4,347,377</b>	<b>\$ (5,108,014)</b>	<b>-185.1%</b>	<b>\$ (7,330,743)</b>	<b>-159.3%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
FEBRUARY 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Routine Revenue	\$ 49,349,201	\$ 49,930,007	-1.2%	\$ 49,034,875	0.6%	\$ 269,237,517	\$ 255,540,514	5.4%	\$ 253,139,222	6.4%
Outpatient Revenue	45,014,771	40,832,716	10.2%	41,324,447	8.9%	229,306,257	213,177,508	7.6%	204,929,399	11.9%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 94,363,972</b>	<b>\$ 90,762,909</b>	<b>4.0%</b>	<b>\$ 90,360,065</b>	<b>4.4%</b>	<b>\$ 498,543,774</b>	<b>\$ 468,719,083</b>	<b>6.4%</b>	<b>\$ 458,071,998</b>	<b>8.8%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 55,828,983	\$ 58,133,032	-4.0%	\$ 60,558,283	-7.8%	\$ 321,189,007	\$ 304,312,513	5.5%	\$ 307,687,869	4.4%
Policy Adjustments	559,351	1,547,657	-63.9%	(73,818)	-857.7%	3,780,153	7,664,019	-50.7%	10,447,621	-63.8%
Uninsured Discount	20,576,238	8,200,211	150.9%	6,612,128	211.2%	41,568,495	39,609,030	4.9%	27,621,343	50.5%
Indigent Care	(210,729)	1,608,207	-113.1%	1,476,949	-114.3%	88,459	7,971,877	-98.9%	2,263,432	-96.1%
Provision for Bad Debts	(2,967,639)	3,577,076	-183.0%	5,663,367	-152.4%	27,172,465	17,772,239	52.9%	23,403,247	16.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 73,786,204</b>	<b>\$ 73,066,183</b>	<b>1.0%</b>	<b>\$ 74,236,910</b>	<b>-0.6%</b>	<b>\$ 393,798,578</b>	<b>\$ 377,329,678</b>	<b>4.4%</b>	<b>\$ 371,423,513</b>	<b>6.0%</b>
	78.19%	80.50%		82.16%		78.99%	80.50%		81.08%	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ (9,608)	\$ 281,242	-103.4%	\$ 281,242	-103.4%	\$ (48,038)	\$ 1,406,210	-103.4%	\$ 1,406,212	-103.4%
DSRIP	971,658	971,658	0.0%	1,000,000	-2.8%	4,858,290	4,858,290	0.0%	4,773,262	1.8%
Medicare Meaningful Use Subsidy	-	-	0.0%	132,051	-100.0%	-	-	0.0%	132,051	-100.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 962,051</b>	<b>\$ 1,252,900</b>	<b>-23.2%</b>	<b>\$ 1,413,293</b>	<b>-31.9%</b>	<b>\$ 4,810,253</b>	<b>\$ 6,264,500</b>	<b>-23.2%</b>	<b>\$ 6,311,525</b>	<b>-23.8%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 21,539,819</b>	<b>\$ 18,949,626</b>	<b>13.7%</b>	<b>\$ 17,536,448</b>	<b>22.8%</b>	<b>\$ 109,555,448</b>	<b>\$ 97,653,905</b>	<b>12.2%</b>	<b>\$ 92,960,009</b>	<b>17.9%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 6,027,816	\$ 5,857,435	2.9%	\$ 5,915,478	1.9%	\$ 30,147,108	\$ 28,809,297	4.6%	\$ 26,340,864	14.4%
Other Revenue	684,852	794,123	-13.8%	717,966	-4.6%	3,339,898	3,563,186	-6.3%	3,218,876	3.8%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,712,668</b>	<b>\$ 6,651,558</b>	<b>0.9%</b>	<b>\$ 6,633,444</b>	<b>1.2%</b>	<b>\$ 33,487,006</b>	<b>\$ 32,372,483</b>	<b>3.4%</b>	<b>\$ 29,559,740</b>	<b>13.3%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 28,252,487</b>	<b>\$ 25,601,184</b>	<b>10.4%</b>	<b>\$ 24,169,892</b>	<b>16.9%</b>	<b>\$ 143,042,454</b>	<b>\$ 130,026,388</b>	<b>10.0%</b>	<b>\$ 122,519,749</b>	<b>16.8%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 9,129,863	\$ 8,935,494	2.2%	\$ 8,426,905	8.3%	\$ 46,474,367	\$ 45,217,245	2.8%	\$ 44,319,794	4.9%
Benefits	2,054,349	2,876,507	-28.6%	3,136,983	-34.5%	12,872,353	14,301,633	-10.0%	15,738,523	-18.2%
Temporary Labor	468,966	573,704	-18.3%	626,872	-25.2%	2,611,954	2,858,797	-8.6%	3,630,773	-28.1%
Physician Fees	976,016	1,032,924	-5.5%	650,950	49.9%	4,775,454	5,358,126	-10.9%	5,422,170	-11.9%
Texas Tech Support	999,260	1,001,417	-0.2%	26,866	3619.4%	4,959,658	5,007,085	-0.9%	4,026,866	23.2%
Purchased Services	4,056,956	3,489,606	16.3%	2,245,181	80.7%	21,494,830	18,167,603	18.3%	10,789,807	99.2%
Supplies	4,375,517	4,509,577	-3.0%	4,578,874	-4.4%	23,961,855	23,201,271	3.3%	22,968,104	4.3%
Utilities	335,072	342,338	-2.1%	332,549	0.8%	1,585,531	1,660,030	-4.5%	1,666,990	-4.9%
Repairs and Maintenance	858,423	569,997	50.6%	1,055,210	-18.6%	4,227,532	2,970,328	42.3%	4,933,910	-14.3%
Leases and Rentals	(52,229)	(81,191)	-35.7%	(26,614)	96.2%	(260,081)	(372,321)	-30.1%	(271,909)	-4.4%
Insurance	68,660	87,358	-21.4%	81,837	-16.1%	389,513	436,790	-10.8%	414,834	-6.1%
Interest Expense	248,582	239,867	3.6%	268,946	-7.6%	1,293,940	1,292,786	0.1%	1,375,580	-5.9%
ECHDA	304,256	229,410	32.6%	442,658	-31.3%	1,476,907	1,234,390	19.6%	1,010,982	46.1%
Other Expense	75,241	204,876	-63.3%	227,389	-66.9%	428,973	655,493	-34.6%	599,851	-28.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 23,898,931</b>	<b>\$ 24,011,884</b>	<b>-0.5%</b>	<b>\$ 22,074,607</b>	<b>8.3%</b>	<b>\$ 126,292,786</b>	<b>\$ 121,989,256</b>	<b>3.5%</b>	<b>\$ 116,626,274</b>	<b>8.3%</b>
Depreciation/Amortization	\$ 1,544,835	\$ 1,708,336	-9.6%	\$ 1,623,866	-4.9%	\$ 7,980,818	\$ 8,490,050	-6.0%	\$ 8,523,183	-6.4%
(Gain)/Loss on Disposal of Assets	4,931	-	0.0%	-	0.0%	7,935	-	100.0%	(452)	-1857.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 25,448,696</b>	<b>\$ 25,720,220</b>	<b>-1.1%</b>	<b>\$ 23,698,473</b>	<b>7.4%</b>	<b>\$ 134,281,539</b>	<b>\$ 130,479,306</b>	<b>2.9%</b>	<b>\$ 125,149,006</b>	<b>7.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 2,803,790</b>	<b>\$ (119,036)</b>	<b>-2455.4%</b>	<b>\$ 471,418</b>	<b>494.8%</b>	<b>\$ 8,760,915</b>	<b>\$ (452,918)</b>	<b>-2034.3%</b>	<b>\$ (2,629,257)</b>	<b>-433.2%</b>
Operating Margin	9.92%	-0.46%	-2234.4%	1.95%	408.8%	6.12%	-0.35%	-1858.3%	-2.15%	-385.4%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 262,224	\$ 23,124	1034.0%	\$ 13,168	1891.4%	\$ 593,086	\$ 109,238	442.9%	\$ 135,385	338.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Donations	-	786	-100.0%	-	0.0%	300,260	786	38101.0%	923	32447.8%
Build America Bonds Subsidy	70,637	82,117	-14.0%	84,956	-16.9%	408,290	410,585	-0.6%	422,338	-3.3%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 3,136,651</b>	<b>\$ (13,009)</b>	<b>-24211.4%</b>	<b>\$ 569,542</b>	<b>450.7%</b>	<b>\$ 10,062,551</b>	<b>\$ 67,691</b>	<b>14765.4%</b>	<b>\$ (2,070,611)</b>	<b>-586.0%</b>
Procure Capital Contribution	(1,453,508)	(787,835)	84.5%	(1,373,054)	5.9%	(5,812,728)	(5,142,930)	13.0%	(6,166,929)	-5.7%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,683,143</b>	<b>\$ (800,844)</b>	<b>-310.2%</b>	<b>\$ (803,512)</b>	<b>-309.5%</b>	<b>\$ 4,249,823</b>	<b>\$ (5,075,239)</b>	<b>-183.7%</b>	<b>\$ (8,237,540)</b>	<b>-151.6%</b>
Unrealized Gain/(Loss) on Investments	\$ -	\$ (12,484)	-100.0%	\$ -	0.0%	\$ 30,157	\$ (62,420)	-148.3%	\$ (52,622)	-157.3%
Investment in Subsidiaries	3,967	5,929	-33.1%	(45,370)	-108.7%	67,398	29,645	127.4%	16,061	319.6%
<b>CHANGE IN NET POSITION</b>	<b>\$ 1,687,110</b>	<b>\$ (807,399)</b>	<b>-309.0%</b>	<b>\$ (848,883)</b>	<b>-298.7%</b>	<b>\$ 4,347,377</b>	<b>\$ (5,108,014)</b>	<b>-185.1%</b>	<b>\$ (8,274,101)</b>	<b>-152.5%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
FEBRUARY 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 11,150,879	\$ 12,241,548	-8.9%	\$ 11,970,899	-6.9%	\$ 55,917,175	\$ 63,200,726	-11.5%	\$ 65,705,636	-14.9%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 11,150,879</b>	<b>\$ 12,241,548</b>	<b>-8.9%</b>	<b>\$ 11,970,899</b>	<b>-6.9%</b>	<b>\$ 55,917,175</b>	<b>\$ 63,200,726</b>	<b>-11.5%</b>	<b>\$ 65,705,636</b>	<b>-14.9%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 6,448,101	\$ 6,179,931	4.3%	\$ 7,156,522	-9.9%	\$ 27,163,761	\$ 32,673,336	-16.9%	\$ 36,172,405	-24.9%
Policy Adjustments	753,457	198,602	279.4%	290,719	159.2%	10,706,848	1,052,076	917.7%	1,344,395	696.4%
Uninsured Discount	710,929	108,794	553.5%	100,682	606.1%	2,389,562	562,564	324.8%	448,421	432.9%
Indigent	10,347	72,404	-85.7%	93,563	-88.9%	72,410	387,365	-81.3%	342,861	-78.9%
Provision for Bad Debts	270,837	2,480,152	-89.1%	956,870	-71.7%	(1,043,091)	13,175,699	-107.9%	11,561,501	-109.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 8,193,670</b>	<b>\$ 9,039,883</b>	<b>-9.4%</b>	<b>\$ 8,598,356</b>	<b>-4.7%</b>	<b>\$ 39,289,490</b>	<b>\$ 47,851,040</b>	<b>-17.9%</b>	<b>\$ 49,869,583</b>	<b>-21.2%</b>
	<b>73.48%</b>	<b>73.85%</b>		<b>71.83%</b>		<b>70.26%</b>	<b>75.71%</b>		<b>75.90%</b>	
Medicaid Supplemental Payments	\$ 875,000	\$ 875,000	0.0%	\$ 875,000	0.0%	4,375,000	4,375,000	0.0%	4,375,000	0.0%
<b>NET PATIENT REVENUE</b>	<b>\$ 3,832,209</b>	<b>\$ 4,076,665</b>	<b>-6.0%</b>	<b>\$ 4,247,542</b>	<b>-9.8%</b>	<b>\$ 21,002,685</b>	<b>\$ 19,724,686</b>	<b>6.5%</b>	<b>\$ 20,211,053</b>	<b>3.9%</b>
<b>OTHER REVENUE</b>										
Other Income	\$ 137,177	\$ 136,490	0.5%	\$ 127,371	7.7%	\$ 814,440	\$ 678,237	20.1%	\$ 690,966	17.9%
<b>TOTAL OTHER REVENUE</b>										
<b>NET OPERATING REVENUE</b>	<b>\$ 3,969,386</b>	<b>\$ 4,213,155</b>	<b>-5.8%</b>	<b>\$ 4,374,914</b>	<b>-9.3%</b>	<b>\$ 21,817,125</b>	<b>\$ 20,402,923</b>	<b>6.9%</b>	<b>\$ 20,902,019</b>	<b>4.4%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 3,752,784	\$ 3,590,766	4.5%	\$ 3,793,249	-1.1%	\$ 18,742,241	\$ 18,215,151	2.9%	\$ 19,686,669	-4.8%
Benefits	405,619	415,251	-2.3%	469,643	-13.6%	2,075,617	2,002,914	3.6%	2,276,209	-8.8%
Temporary Labor	451,821	265,965	69.9%	213,213	111.9%	2,598,022	1,431,615	81.5%	1,181,019	120.0%
Physician Fees	150,710	67,954	121.8%	150,937	-0.2%	780,590	535,323	45.8%	826,005	-5.5%
Purchased Services	142,872	216,923	-34.1%	99,464	43.6%	1,116,388	1,064,493	4.9%	(289,903)	-485.1%
Supplies	188,756	143,901	31.2%	98,014	92.6%	760,791	745,091	2.1%	768,159	-1.0%
Utilities	4,207	4,463	-5.7%	3,192	31.8%	18,928	20,775	-8.9%	17,499	8.2%
Repairs and Maintenance	1,316	1,040	26.6%	787	67.2%	1,634	5,200	-68.6%	4,497	-63.7%
Leases and Rentals	173,172	172,423	0.4%	225,655	-23.3%	871,379	862,123	1.1%	975,670	-10.7%
Insurance	48,682	47,643	2.2%	49,066	-0.8%	243,127	238,215	2.1%	235,947	3.0%
Other Expense	83,349	55,701	49.6%	51,505	61.8%	320,906	327,311	-2.0%	325,381	-1.4%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 5,403,288</b>	<b>\$ 4,982,030</b>	<b>8.5%</b>	<b>\$ 5,154,725</b>	<b>4.8%</b>	<b>\$ 27,529,621</b>	<b>\$ 25,448,211</b>	<b>8.2%</b>	<b>\$ 26,007,152</b>	<b>5.9%</b>
Depreciation/Amortization	\$ 19,606	\$ 18,960	3.4%	\$ 22,881	-14.3%	\$ 100,232	\$ 97,642	2.7%	\$ 118,437	-15.4%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 5,422,894</b>	<b>\$ 5,000,990</b>	<b>8.4%</b>	<b>\$ 5,177,606</b>	<b>4.7%</b>	<b>\$ 27,629,854</b>	<b>\$ 25,545,853</b>	<b>8.2%</b>	<b>\$ 26,125,590</b>	<b>5.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (1,453,508)</b>	<b>\$ (787,835)</b>	<b>84.5%</b>	<b>\$ (802,692)</b>	<b>81.1%</b>	<b>\$ (5,812,729)</b>	<b>\$ (5,142,930)</b>	<b>13.0%</b>	<b>\$ (5,223,571)</b>	<b>11.3%</b>
Operating Margin	-36.62%	-18.70%	95.8%	-18.35%	99.6%	-26.64%	-25.21%	5.7%	-24.99%	6.6%
MCH Contribution	\$ 1,453,508	\$ 787,835	84.5%	\$ 498,054	191.8%	\$ 5,812,729	\$ 5,142,930	13.0%	\$ 6,166,929	-5.7%
<b>CAPITAL CONTRIBUTION</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>	<b>\$ (304,638)</b>	<b>-100.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>	<b>\$ 943,358</b>	<b>-100.0%</b>

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	10,229	9,973	2.57%	9,695	5.51%	50,133	49,253	1.79%	50,880	-1.47%
Total Hospital Visits	5,125	4,921	4.15%	4,941	3.72%	26,105	24,988	4.47%	24,863	5.00%
Total Procedures	11,254	11,886	-5.32%	10,929	2.97%	60,254	59,022	2.09%	60,529	-0.45%
Total Surgeries	903	734	23.02%	790	14.30%	4,347	3,732	16.48%	4,235	2.64%
Total Provider FTE's	85.0	76.3	11.34%	93.4	-8.99%	84.5	86.3	-2.14%	87.2	-3.10%
Total Staff FTE's	117.0	152.8	-23.41%	126.1	-7.22%	119.1	142.8	-16.57%	127.6	-6.66%
Total Administrative FTE's	10.6	12.0	-11.67%	8.1	30.86%	12.5	12.0	4.17%	23.0	-45.65%
Total FTE's	212.6	241.1	-11.82%	227.6	-6.59%	216.1	241.1	-10.37%	237.8	-9.13%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY  
FEBRUARY 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 563,039	\$ 332,171	69.5%	\$ 297,045	89.5%	\$ 2,261,473	\$ 1,792,133	26.2%	\$ 1,842,350	22.7%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 563,039</b>	<b>\$ 332,171</b>	<b>69.5%</b>	<b>\$ 297,045</b>	<b>89.5%</b>	<b>\$ 2,261,473</b>	<b>\$ 1,792,133</b>	<b>26.2%</b>	<b>\$ 1,842,350</b>	<b>22.7%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 125,909	\$ 71,108	77.1%	\$ 861,541	-85.4%	\$ 202,534	\$ 352,479	-42.5%	\$ 923,249	-78.1%
Self Pay Adjustments	22,702	16,411	38.3%	240,181	-90.5%	38,223	81,350	-53.0%	228,160	-83.2%
Bad Debts	105,319	123,405	-14.7%	(862,601)	-112.2%	775,818	611,718	26.8%	332,421	133.4%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 253,930</b>	<b>\$ 210,924</b>	<b>20.4%</b>	<b>\$ 239,121</b>	<b>6.2%</b>	<b>\$ 1,016,575</b>	<b>\$ 1,045,547</b>	<b>-2.8%</b>	<b>\$ 1,483,831</b>	<b>-31.5%</b>
	<b>45.1%</b>	<b>63.5%</b>		<b>80.5%</b>		<b>45.0%</b>	<b>58.3%</b>		<b>80.5%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 309,109</b>	<b>\$ 121,247</b>	<b>154.9%</b>	<b>\$ 57,924</b>	<b>433.6%</b>	<b>\$ 1,244,898</b>	<b>\$ 746,586</b>	<b>66.7%</b>	<b>\$ 358,520</b>	<b>247.2%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 12,127	\$ 1,324	0.0%	\$ -	0.0%	\$ 66,820	\$ 6,620	0.0%	\$ 10,595	530.7%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 12,127</b>	<b>\$ 1,324</b>	<b>815.9%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 66,820</b>	<b>\$ 6,620</b>	<b>909.4%</b>	<b>\$ 10,595</b>	<b>530.7%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 321,236</b>	<b>\$ 122,571</b>	<b>162.1%</b>	<b>\$ 57,924</b>	<b>454.6%</b>	<b>\$ 1,311,717</b>	<b>\$ 753,206</b>	<b>74.2%</b>	<b>\$ 369,114</b>	<b>255.4%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 80,769	\$ 75,812	6.5%	\$ 22,372	261.0%	\$ 429,572	\$ 409,021	5.0%	\$ 138,090	211.1%
Benefits	18,174	24,405	-25.5%	8,328	118.2%	118,982	129,368	-8.0%	49,038	142.6%
Physician Services	96,077	111,262	-13.6%	224,101	-57.1%	486,083	833,128	-41.7%	873,502	-44.4%
Cost of Drugs Sold	7,096	5,444	30.3%	9,134	-22.3%	23,979	29,373	-18.4%	23,045	4.1%
Supplies	5,084	2,970	71.2%	2,695	88.6%	23,416	15,591	50.2%	19,373	20.9%
Utilities	4,959	3,422	44.9%	(18,085)	-127.4%	15,607	18,519	-15.7%	19,210	-18.8%
Repairs and Maintenance	625	3,974	-84.3%	4,424	-85.9%	4,161	19,870	-79.1%	29,291	-85.8%
Leases and Rentals	411	380	8.1%	275	49.3%	2,176	1,900	14.5%	1,974	10.2%
Other Expense	1,392	1,416	-1.7%	1,160	20.0%	8,398	7,366	14.0%	5,360	56.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 214,586</b>	<b>\$ 229,085</b>	<b>-6.3%</b>	<b>\$ 254,406</b>	<b>-15.7%</b>	<b>\$ 1,112,375</b>	<b>\$ 1,464,136</b>	<b>-24.0%</b>	<b>\$ 1,158,883</b>	<b>-4.0%</b>
Depreciation/Amortization	\$ 5,121	\$ 5,122	0.0%	\$ 5,150	-0.6%	\$ 25,605	\$ 25,610	0.0%	\$ 25,923	-1.2%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 219,707</b>	<b>\$ 234,207</b>	<b>-6.2%</b>	<b>\$ 259,556</b>	<b>-15.4%</b>	<b>\$ 1,137,980</b>	<b>\$ 1,489,746</b>	<b>-23.6%</b>	<b>\$ 1,184,806</b>	<b>-4.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 101,529</b>	<b>\$ (111,636)</b>	<b>-190.9%</b>	<b>\$ (201,631)</b>	<b>-150.4%</b>	<b>\$ 173,738</b>	<b>\$ (736,540)</b>	<b>-123.6%</b>	<b>\$ (815,692)</b>	<b>-121.3%</b>
Operating Margin	31.61%	-91.08%	-134.7%	-348.09%	-109.1%	13.25%	-97.79%	-113.5%	-220.99%	-106.0%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,425	939	51.8%	994	43.4%	6,059	4,609	31.5%	4,881	24.1%
Dental Visits	-	-	0.0%	-	0.0%	-	-	0.0%	350	-100.0%
<b>Total Visits</b>	<b>1,425</b>	<b>939</b>	<b>51.8%</b>	<b>994</b>	<b>43.4%</b>	<b>6,059</b>	<b>4,609</b>	<b>31.5%</b>	<b>5,231</b>	<b>15.8%</b>
Average Revenue per Office Visit	395.12	353.75	11.7%	298.84	32.2%	373.24	388.81	-4.0%	352.20	6.0%
Hospital FTE's (Salaries and Wages)	22.3	21.9	1.8%	3.0	638.0%	22.4	21.9	2.0%	3.3	575.6%
Clinic FTE's - (Physician Services)	-	-	0.0%	16.5	-100.0%	-	-	0.0%	18.4	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY  
FEBRUARY 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 138,455	\$ 301,079	-54.0%	\$ 367,379	-62.3%	\$ 1,246,129	\$ 1,623,792	-23.3%	\$ 1,660,377	-24.9%
<b>TOTAL PATIENT REVENUE</b>	\$ 138,455	\$ 301,079	-54.0%	\$ 367,379	-62.3%	\$ 1,246,129	\$ 1,623,792	-23.3%	\$ 1,660,377	-24.9%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ (27,123)	\$ 55,066	-149.3%	\$ 631,977	-104.3%	\$ (84,286)	\$ 272,962	-130.9%	\$ 677,679	-112.4%
Self Pay Adjustments	(6,917)	9,132	-175.7%	94,664	-107.3%	(26,191)	45,267	-157.9%	97,739	-126.8%
Bad Debts	116,975	151,832	-23.0%	(406,287)	-128.8%	858,411	752,626	14.1%	671,922	27.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 82,935	\$ 216,030	-61.6%	\$ 320,354	-74.1%	\$ 747,934	\$ 1,070,855	-30.2%	\$ 1,447,340	-48.3%
	59.90%	71.75%		87.20%		60.02%	65.95%		87.17%	
<b>NET PATIENT REVENUE</b>	\$ 55,520	\$ 85,049	-34.7%	\$ 47,025	18.1%	\$ 498,195	\$ 552,937	-9.9%	\$ 213,037	133.9%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 55,520	\$ 85,049	-34.7%	\$ 47,025	18.1%	\$ 498,195	\$ 552,937	-9.9%	\$ 213,037	133.9%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 29,819	\$ 40,493	-26.4%	\$ 3,157	844.4%	\$ 158,002	\$ 218,392	-27.7%	\$ 17,103	823.8%
Benefits	6,710	13,035	-48.5%	1,175	471.1%	43,763	69,075	-36.6%	6,074	620.5%
Physician Services	23,344	73,994	-68.5%	87,606	-73.4%	248,038	530,475	-53.2%	530,802	-53.3%
Cost of Drugs Sold	2,200	2,842	-22.6%	1,945	13.1%	13,197	15,327	-13.9%	14,642	-9.9%
Supplies	6,416	5,453	17.7%	(544)	-1280.2%	30,159	29,158	3.4%	24,244	24.4%
Utilities	2,877	2,488	15.6%	3,404	-15.5%	12,463	12,681	-1.7%	13,242	-5.9%
Repairs and Maintenance	-	477	-100.0%	-	100.0%	-	2,385	-100.0%	1,316	-100.0%
Other Expense	-	10	-100.0%	-	0.0%	-	50	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 71,366	\$ 138,792	-48.6%	\$ 96,744	-26.2%	\$ 505,622	\$ 877,543	-42.4%	\$ 607,424	-16.8%
Depreciation/Amortization	\$ 40,117	\$ 40,118	0.0%	\$ 40,154	-0.1%	\$ 200,586	\$ 200,590	0.0%	\$ 200,430	0.1%
<b>TOTAL OPERATING COSTS</b>	\$ 111,483	\$ 178,910	-37.7%	\$ 136,897	-18.6%	\$ 706,208	\$ 1,078,133	-34.5%	\$ 807,854	-12.6%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (55,963)	\$ (93,861)	-40.4%	\$ (89,873)	-37.7%	\$ (208,013)	\$ (525,196)	-60.4%	\$ (594,817)	-65.0%
Operating Margin	-100.80%	-110.36%	-8.7%	-191.12%	-47.3%	-41.75%	-94.98%	-56.0%	-279.21%	-85.0%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	363	669	-45.7%	648	-44.0%	2,725	3,443	-20.8%	3,337	-18.3%
Optometry Visits	119	229	-48.0%	227	-47.6%	1,115	1,332	-16.3%	1,322	-15.7%
Total Visits	482	898	-46.3%	875	-44.9%	3,840	4,775	-19.6%	4,659	-17.6%
Average Revenue per Office Visit	287.25	335.28	-14.3%	419.86	-31.6%	324.51	340.05	-4.6%	356.38	-8.9%
Hospital FTE's (Salaries and Wages)	9.4	14.0	-32.6%	1.0	865.5%	9.2	14.0	-34.2%	1.0	833.1%
Clinic FTE's - (Physician Services)	-	-	0.0%	10.5	-100.0%	-	-	0.0%	14.4	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
FEBRUARY 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 35,878,077	38.1%	\$ 34,787,767	38.5%	\$ 197,070,821	39.5%	\$ 175,655,545	38.4%
Medicaid	11,433,223	12.1%	8,761,871	9.7%	52,041,402	10.4%	42,515,098	9.3%
Commercial	27,115,564	28.7%	23,211,043	25.7%	142,568,152	28.6%	128,795,559	28.1%
Self Pay	15,834,885	16.8%	19,697,200	21.8%	87,639,659	17.6%	89,900,607	19.6%
Other	4,102,223	4.3%	3,902,184	4.3%	19,223,741	3.9%	21,205,189	4.6%
<b>TOTAL</b>	<b>\$ 94,363,972</b>	<b>100.0%</b>	<b>\$ 90,360,065</b>	<b>100.0%</b>	<b>\$ 498,543,774</b>	<b>100.0%</b>	<b>\$ 458,071,998</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 7,661,456	39.4%	\$ 6,556,362	39.7%	\$ 36,453,693	38.1%	\$ 33,275,272	38.1%
Medicaid	3,061,143	15.8%	1,756,782	10.6%	11,075,979	11.5%	7,351,530	8.4%
Commercial	6,551,212	33.8%	6,296,911	38.2%	37,999,226	39.6%	31,540,178	36.0%
Self Pay	1,185,508	6.1%	1,337,054	8.1%	6,638,288	6.9%	6,298,538	7.2%
Other	947,331	4.9%	554,356	3.4%	3,771,325	3.9%	9,046,272	10.3%
<b>TOTAL</b>	<b>\$ 19,406,651</b>	<b>100.0%</b>	<b>\$ 16,501,465</b>	<b>100.0%</b>	<b>\$ 95,938,510</b>	<b>100.0%</b>	<b>\$ 87,511,788</b>	<b>100.0%</b>
TOTAL NET REVENUE	20,577,768		16,123,155		104,745,195		86,648,485	
% OF GROSS REVENUE	21.8%		17.8%		21.0%		18.9%	
VARIANCE	(1,171,117)		378,310		(8,806,685)		863,303	
% VARIANCE TO CASH COLLECTIONS	-5.7%		2.3%		-8.4%		1.0%	



**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
FEBRUARY 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 57,795	10.3%	\$ 34,234	11.5%	\$ 316,768	14.0%	\$ 185,593	10.1%
Medicaid	262,734	46.7%	103,835	35.0%	966,875	42.8%	672,757	36.5%
PHC	-	0.0%	-	0.0%	-	0.0%	26,544	1.4%
Commercial	117,170	20.8%	58,216	19.6%	440,089	19.5%	372,592	20.2%
Self Pay	124,577	22.1%	100,110	33.7%	532,203	23.5%	581,567	31.6%
Other	763	0.1%	650	0.2%	5,538	0.2%	3,297	0.2%
<b>TOTAL</b>	<b>\$ 563,039</b>	<b>100.0%</b>	<b>\$ 297,045</b>	<b>100.0%</b>	<b>\$ 2,261,473</b>	<b>100.0%</b>	<b>\$ 1,842,350</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 5,743	5.7%	\$ 1,457	2.5%	\$ 33,092	7.2%	\$ 13,854	5.4%
Medicaid	49,604	48.8%	19,894	33.6%	200,788	43.8%	69,362	27.1%
PHC	-	0.0%	81	0.1%	-	0.0%	5,626	2.2%
Commercial	24,348	24.0%	18,542	31.2%	127,644	27.8%	76,945	30.0%
Self Pay	21,804	21.5%	19,316	32.5%	96,554	21.1%	90,159	35.2%
Other	47	0.0%	80	0.1%	305	0.1%	314	0.1%
<b>TOTAL</b>	<b>\$ 101,545</b>	<b>100.0%</b>	<b>\$ 59,370</b>	<b>100.0%</b>	<b>\$ 458,382</b>	<b>100.0%</b>	<b>\$ 256,260</b>	<b>100.0%</b>
TOTAL NET REVENUE	309,109		57,924		1,244,898		358,520	
% OF GROSS REVENUE	54.9%		19.5%		55.0%		19.5%	
VARIANCE	(207,564)		1,445		(786,515)		(102,260)	
% VARIANCE TO CASH COLLECTIONS	-67.1%		2.5%		-63.2%		-28.5%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
FEBRUARY 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 30,441	22.0%	\$ 41,795	11.4%	\$ 199,943	16.0%	\$ 199,780	12.0%
Medicaid	34,563	25.0%	\$ 160,737	43.8%	514,807	41.4%	767,162	46.2%
PHC	-	0.0%	\$ 11,018	3.0%	-	0.0%	48,377	2.9%
Commercial	31,513	22.8%	\$ 76,408	20.8%	248,480	19.9%	320,825	19.3%
Self Pay	41,657	30.0%	\$ 76,893	20.9%	282,601	22.7%	320,578	19.3%
Other	281	0.2%	\$ 528	0.1%	298	0.0%	3,655	0.2%
<b>TOTAL</b>	<b>\$ 138,455</b>	<b>100.0%</b>	<b>\$ 367,379</b>	<b>100.0%</b>	<b>\$ 1,246,129</b>	<b>100.0%</b>	<b>\$ 1,660,377</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 7,957	22.8%	\$ 910	3.2%	\$ 46,901	16.5%	\$ 7,963	5.8%
Medicaid	12,211	35.1%	3,341	11.7%	118,896	41.8%	35,728	26.2%
PHC	-	0.0%	137	0.5%	-	0.0%	3,393	2.5%
Commercial	9,919	28.5%	10,311	36.1%	80,814	28.4%	35,977	26.4%
Self Pay	4,735	13.6%	13,714	48.0%	37,833	13.3%	52,938	38.8%
Other	-	0.0%	149	0.5%	-	0.0%	457	0.3%
<b>TOTAL</b>	<b>\$ 34,822</b>	<b>100.0%</b>	<b>\$ 28,561</b>	<b>100.0%</b>	<b>\$ 284,446</b>	<b>100.0%</b>	<b>\$ 136,455</b>	<b>100.0%</b>
TOTAL NET REVENUE	55,520		47,025		498,195		213,037	
% OF GROSS REVENUE	40.1%		12.8%		40.0%		12.8%	
VARIANCE	(20,698)		(18,464)		(213,749)		(76,582)	
% VARIANCE TO CASH COLLECTIONS	-37.3%		-39.3%		-42.9%		-35.9%	

**ECTOR COUNTY HOSPITAL DISTRICT  
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY  
FEBRUARY 2019**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 16,502,764	\$ -	\$ 16,502,764
Payroll	-	-	-
Worker's Comp Claims	-	-	-
Group Medical	-	-	-
Flex Benefits	(25,875)	-	(25,875)
Mission Fitness	508,877	-	508,877
Petty Cash	9,722	-	9,722
Dispro	-	524,462	524,462
Debt Service	-	-	-
Tobacco Settlement	-	-	-
General Liability	-	12,820	12,820
Professional Liability	-	2,611	2,611
Funded Worker's Compensation	-	12,515	12,515
Funded Depreciation	-	6,021,644	6,021,644
Designated Funds	-	24,559	24,559
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 16,995,487	\$ 6,598,611	<b>\$ 23,594,098</b>

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 4,378,000	\$ 4,378,000
Funded Depreciation	-	26,000,000	26,000,000
Funded Worker's Compensation	-	2,221,000	2,221,000
General Liability	-	2,926,000	2,926,000
Professional Liability	-	3,000,000	3,000,000
Designated Funds	12,069	3,104,800	3,160,068
Allowance for Change in Market Values	-	107,896	107,896
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 12,069	\$ 41,737,696	<b>\$ 41,792,963</b>
			<hr/>
Total Unrestricted Cash and Investments			<b>\$ 65,387,062</b>

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 3,802,217	\$ -	\$ 3,802,217
Assets Held By Trustee - Debt Payment Reserves	3,346,529	-	3,346,529
Assets Held In Endowment-Board Designated	-	6,184,815	6,184,815
Restricted TPC, LLC-Equity Stake	382,641	-	382,641
Restricted MCH West Texas Services-Equity Stake	2,189,026	-	2,189,026
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 9,720,412	\$ 6,184,815	<b>\$ 15,905,227</b>

Total Cash & Investments			<hr/> <b>\$ 81,292,289</b> <hr/>
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**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
FEBRUARY 2019**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ 4,347,377	\$ -	\$ 4,347,377
Noncash Expenses:			
Depreciation and Amortization	7,786,185	12,269	7,798,453
Unrealized Gain/Loss on Investments	30,157	-	30,157
Accretion (Bonds)	-	-	-
Changes in Assets and Liabilities			
Patient Receivables, Net	(6,431,160)	(108,880)	(6,540,040)
Taxes Receivable/Deferred	6,022,409	576,969	6,599,377
Inventories, Prepaids and Other	6,786,003	(2,499,660)	4,286,343
Accounts Payable	(4,407,045)	89,464	(4,317,581)
Accrued Expenses	584,120	(1,067,400)	(483,279)
Due to Third Party Payors	604,078	-	604,078
Accrued Post Retirement Benefit Costs	2,900,000	-	2,900,000
Net Cash Provided by Operating Activities	\$ 18,222,124	\$ (2,997,238)	\$ 15,224,886
Cash Flows from Investing Activities:			
Investments	\$ (21,141,952)	\$ -	\$ (21,141,952)
Acquisition of Property and Equipment	(1,713,626)	53,333	(1,660,293)
Cerner Project Costs	-	-	-
Net Cash used by Investing Activities	\$ (22,855,579)	\$ 53,333	\$ (22,802,246)
Cash Flows from Financing Activities:			
Intercompany Activities	(2,943,705)	2,943,705	-
Net Repayment of Long-term Debt/Bond Issuance	\$ (1,328,621)	\$ -	\$ (1,328,621)
Net Cash used by Financing Activities	\$ (4,272,326)	\$ 2,943,705	\$ (1,328,621)
Net Increase (Decrease) in Cash	\$ (8,905,781)	\$ (200)	\$ (8,905,981)
Beginning Cash & Cash Equivalents @ 9/30/2018	\$ 48,405,107	\$ 5,200	\$ 48,410,307
Ending Cash & Cash Equivalents @ 2/28/2019	\$ 39,499,326	\$ 5,000	\$ 39,504,326
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 23,594,098	\$ 5,000	\$ 23,599,098
Restricted Assets	15,905,227	-	15,905,227
Ending Cash & Cash Equivalents @ 2/28/2019	\$ 39,499,326	\$ 5,000	\$ 39,504,326

**ECTOR COUNTY HOSPITAL DISTRICT**  
**TAX COLLECTIONS**  
**FISCAL 2019**

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<b><u>AD VALOREM</u></b>					
OCTOBER	\$ 347,199	\$ 1,324,858	\$ (977,659)	\$ 276,462	\$ 70,737
NOVEMBER	863,534	1,324,858	(461,324)	584,006	279,527
DECEMBER	3,052,335	1,324,858	1,727,477	1,135,578	1,916,757
JANUARY	4,374,472	1,324,858	3,049,614	5,479,301	(1,104,829)
FEBRUARY	5,039,715	1,324,858	3,714,857	3,286,610	1,753,105
<b>TOTAL</b>	<b><u>\$ 13,677,254</u></b>	<b><u>\$ 6,624,290</u></b>	<b><u>\$ 7,052,964</u></b>	<b><u>\$ 10,761,957</u></b>	<b><u>\$ 2,915,296</u></b>
<b><u>SALES</u></b>					
OCTOBER	\$ 4,584,041	\$ 4,248,207	\$ 335,834	\$ 3,753,619	\$ 830,423
NOVEMBER	4,601,483	4,563,509	37,974	3,777,148	824,335
DECEMBER	4,814,865	4,336,372	478,493	3,829,080	985,785
JANUARY	4,940,411	4,504,342	436,069	3,865,539	1,074,872
FEBRUARY	4,702,958	4,532,577	170,381	4,197,093	505,865
<b>TOTAL</b>	<b><u>\$ 23,643,759</u></b>	<b><u>\$ 22,185,007</u></b>	<b><u>\$ 1,458,752</u></b>	<b><u>\$ 19,422,478</u></b>	<b><u>\$ 4,221,280</u></b>
<b>TAX REVENUE</b>	<b><u>\$ 37,321,012</u></b>	<b><u>\$ 28,809,297</u></b>	<b><u>\$ 8,511,715</u></b>	<b><u>\$ 30,184,436</u></b>	<b><u>\$ 7,136,576</u></b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAID SUPPLEMENTAL PAYMENTS  
FISCAL YEAR 2019**

<u>CASH ACTIVITY</u>	<u>TAX (IGT) ASSESSED</u>	<u>GOVERNMENT PAYOUT</u>	<u>BURDEN ALLEVIATION</u>	<u>NET INFLOW</u>
<b>DSH</b>				
1st Qtr	\$ (2,108,131)	\$ 5,042,169		\$ 2,934,038
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSH TOTAL</b>	<b>\$ (2,108,131)</b>	<b>\$ 5,042,169</b>		<b>\$ 2,934,038</b>
<b>UC</b>				
1st Qtr	\$ (894,033)	\$ 2,073,361		1,179,328
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ (894,033)</b>	<b>\$ 2,073,361</b>		<b>\$ 1,179,328</b>
<b>Regional UPL (Community Benefit)</b>				
1st Qtr	\$ (4,805,375)	\$ -		\$ (4,805,375)
2nd Qtr	(1,202,741)	-		(1,202,741)
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>REGIONAL UPL TOTAL</b>	<b>\$ (6,008,116)</b>	<b>\$ -</b>		<b>\$ (6,008,116)</b>
<b>DSRIP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(7,632,806)	18,330,182		10,697,375
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ (7,632,806)</b>	<b>\$ 18,330,182</b>		<b>\$ 10,697,375</b>
<b>UHRIP</b>				
1st Qtr	\$ (1,801,944)	\$ -		\$ (1,801,944)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UHRIP TOTAL</b>	<b>\$ (1,801,944)</b>	<b>\$ -</b>		<b>\$ (1,801,944)</b>
<b>MCH Cash Activity</b>	<b>\$ (18,445,031)</b>	<b>\$ 25,445,713</b>		<b>\$ 7,000,681</b>
<b>ProCare Cash Activity</b>			\$ 4,375,000	<b>\$ 4,375,000</b>
<b>Blended Cash Activity</b>	<b>\$ (18,445,031)</b>	<b>\$ 25,445,713</b>	<b>\$ 4,375,000</b>	<b>\$ 11,375,681</b>

**INCOME STATEMENT ACTIVITY:**

**FY 2019 Accrued / (Deferred) Adjustments:**

	<u>MCH</u>	<u>PROCARE</u>	<u>BLENDED</u>
DSH Accrual	\$ 1,635,495	\$ -	\$ 1,635,495
Uncompensated Care Accrual	3,722,215	-	3,722,215
Regional UPL Accrual	(3,951,500)	-	(3,951,500)
Regional UPL Benefit	-	4,375,000	4,375,000
<b>Medicaid Supplemental Payments</b>	<b>(48,038)</b>	<b>4,375,000</b>	<b>4,326,963</b>
DSRIP Accrual	4,858,290	-	4,858,290
<b>Total Adjustments</b>	<b>\$ 4,810,253</b>	<b>\$ 4,375,000</b>	<b>\$ 9,185,253</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY  
AS OF FEBRUARY 28, 2019**

<b>ITEM</b>	<b>CIP BALANCE AS OF 1/31/2019</b>	<b>FEBRUARY "+" ADDITIONS</b>	<b>FEBRUARY "-." ADDITIONS</b>	<b>FEBRUARY TRANSFERS</b>	<b>CIP BALANCE AS OF 2/28/2019</b>	<b>ADD: AMOUNTS CAPITALIZED</b>	<b>PROJECT TOTAL</b>	<b>BUDGETED AMOUNT</b>	<b>UNDER/(OVER) BOARD APRVD/BUDGET</b>
<b><u>RENOVATIONS</u></b>									
ISOLATION ROOM RENOVATIONS	2,801	-	-	-	2,801	-	2,801	25,000	22,200
CAFETERIA RENOVATION	68,758	4,993	-	-	73,751	-	73,751	150,000	76,249
RADIOLOGY SCHEDULING OFFICE RENOVATION	1,743	5,600	-	-	7,343	-	7,343	25,000	17,657
PROCARE ADMIN RENOVATION	12,080	7,113	-	-	19,193	-	19,193	45,000	25,808
ER RENOVATION	-	18,797	-	-	18,797	-	18,797	125,000	106,203
NURSING EDUCATION	-	-	-	-	-	-	-	125,000	125,000
<b>SUB-TOTAL</b>	<b>\$ 85,381</b>	<b>\$ 36,503</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,884</b>	<b>\$ -</b>	<b>\$ 121,884</b>	<b>\$ 495,000</b>	<b>\$ 373,116</b>
<b><u>MINOR BUILDING IMPROVEMENT</u></b>									
FIRE SYSTEM UPGRADE	121,500	-	-	(121,500)	-	-	-	125,000	125,000
ICU LOGISTICS MANAGEMENT SPACE	30,286	-	-	-	30,286	-	30,286	45,000	14,714
FURNITURE UPDATE: PHASE 2	46,228	-	-	(46,228)	-	-	-	50,000	50,000
FURNITURE UPDATE: PHASE 3	-	-	-	-	-	-	-	45,000	45,000
CASA ORTIZ ROOF	-	-	-	-	-	-	-	35,000	35,000
ONE DOCTOR PLACE/TRAUMA	-	-	-	-	-	-	-	45,000	45,000
OUTDOOR COMMON AREA IMPROVEMENTS	-	-	-	-	-	-	-	45,000	45,000
<b>SUB-TOTAL</b>	<b>\$ 198,014</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (167,728)</b>	<b>\$ 30,286</b>	<b>\$ -</b>	<b>\$ 30,286</b>	<b>\$ 390,000</b>	<b>\$ 359,714</b>
<b><u>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</u></b>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 108,332	\$ 135,463	\$ (89,289)	\$ -	\$ 154,505	\$ -	\$ 154,505	\$ 900,000	\$ 745,495
<b>SUB-TOTAL</b>	<b>\$ 108,332</b>	<b>\$ 135,463</b>	<b>\$ (89,289)</b>	<b>\$ -</b>	<b>\$ 154,505</b>	<b>\$ -</b>	<b>\$ 154,505</b>	<b>\$ 900,000</b>	<b>\$ 745,495</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 391,727</b>	<b>\$ 171,966</b>	<b>\$ (89,289)</b>	<b>\$ (167,728)</b>	<b>\$ 306,675</b>	<b>\$ -</b>	<b>\$ 306,675</b>	<b>\$ 1,785,000</b>	<b>\$ 1,478,325</b>

**ECTOR COUNTY HOSPITAL DISTRICT**  
**CAPITAL PROJECT & EQUIPMENT EXPENDITURES**  
**FEBRUARY 2019**

<u>DEPT</u>	<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>			
None	FIRE SYSTEM UPGRADE	BUILDING	121,500
	FURNITURE UPDATE: PHASE 2	BUILDING	46,228
<b>TOTAL PROJECT TRANSFERS</b>			<b>\$ 167,728</b>
<b>EQUIPMENT PURCHASES</b>			
None			\$ -
<b>TOTAL EQUIPMENT PURCHASES</b>			<b>\$ -</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>			<b>\$ 167,728</b>



**ECTOR COUNTY HOSPITAL DISTRICT**  
**FISCAL 2019 CAPITAL EQUIPMENT**  
**CONTINGENCY FUND**  
**FEBRUARY 2019**

<b>MONTH/ YEAR</b>	<b>DESCRIPTION</b>	<b>DEPT NUMBER</b>	<b>BUDGETED AMOUNT</b>	<b>P.O AMOUNT</b>	<b>ACTUAL AMOUNT</b>	<b>TO/(FROM) CONTINGENCY</b>
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-18	Birthing Bed	6700	-	-	33,000	(33,000)
Nov-18	SmartPump	6620	-	-	8,207	(8,207)
Nov-18	Endoscope	6790	-	-	17,664	(17,664)
Jan-19	Infusion Pump	6700			41,860	(41,860)
Jan-19	Laryngoscope	7370			29,475	(29,475)
Jan-19	Laparoscope	6620			10,000	(10,000)
			<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 140,207</b>	<b>\$ 459,793</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER  
FEBRUARY 2019**

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL AUDITED</b>	<b>PRO CARE AUDITED</b>	
AR DISPRO/UPL	\$ (1,298,543)	\$ -	\$ -	\$ (1,298,543)
AR UNCOMPENSATED CARE	3,313,136	770,249	-	2,542,887
AR DSRIP	2,633,626	8,472,711	-	(5,839,085)
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	2,680,086	2,332,390	-	347,697
AR BAB REVENUE	-	84,413	-	(84,413)
AR PHYSICIAN GUARANTEES	549,401	568,942	-	(19,541)
AR ACCRUED INTEREST	223,804	46,923	-	176,881
AR OTHER:	6,139,873	5,923,220	1,919,795	(1,703,142)
Procure On-Call Fees	25,500	-	51,000	(25,500)
Procure A/R - FHC	-	-	-	-
Other Misc A/R	6,114,373	5,923,220	1,868,795	(1,677,642)
AR DUE FROM THIRD PARTY PAYOR	3,230,318	1,599,384	-	1,630,934
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<b>\$ 18,281,319</b>	<b>\$ 20,607,851</b>	<b>\$ 1,919,795</b>	<b>\$ (4,246,327)</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S  
FEBRUARY 2019**

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR
IT OPERATIONS	1.2	-	0.0%	-	0.0%	1.1	-	0.0%	-	0.0%
INPATIENT REHAB	0.5	1.9	-72.8%	3.5	-85.1%	0.8	1.8	-55.5%	1.7	-52.2%
9 CENTRAL	1.0	1.0	4.8%	-	0.0%	1.7	0.9	93.4%	-	0.0%
CARDIOPULMONARY	-	0.8	-100.0%	1.3	-100.0%	0.5	0.7	-39.9%	1.0	-56.5%
LABOR AND DELIVERY	-	0.9	-100.0%	0.7	-100.0%	-	0.8	-100.0%	1.9	-100.0%
NEO-NATAL INTENSIVE CARE	-	0.7	-100.0%	0.9	-100.0%	0.0	0.6	-95.6%	1.3	-97.9%
4 EAST	-	1.0	-100.0%	1.2	-100.0%	-	0.9	-100.0%	1.1	-100.0%
TRAUMA SERVICE	1.1	-	0.0%	1.1	-1.1%	0.4	-	0.0%	1.0	-60.0%
OPERATING ROOM	-	0.9	-100.0%	0.8	-100.0%	-	0.8	-100.0%	1.5	-100.0%
INTENSIVE CARE UNIT 2	-	0.4	-100.0%	0.2	-100.0%	0.4	0.3	15.5%	1.3	-68.9%
PM&R - OCCUPATIONAL	-	0.7	-100.0%	0.9	-100.0%	0.6	0.6	-7.8%	0.8	-24.8%
INTENSIVE CARE UNIT 4 (CCU)	-	0.3	-100.0%	0.7	-100.0%	0.5	0.3	76.4%	0.6	-15.2%
STERILE PROCESSING	4.8	0.5	780.2%	0.9	450.9%	4.6	0.5	780.9%	0.5	818.2%
PATIENT ACCOUNTING	-	0.4	-100.0%	-	0.0%	0.4	0.3	12.7%	-	0.0%
EMERGENCY DEPARTMENT	-	0.3	-100.0%	-	0.0%	-	0.3	-100.0%	0.5	-100.0%
PHARMACY DRUGS/I.V. SOLUTIONS	-	-	0.0%	-	0.0%	-	-	0.0%	0.5	-100.0%
PM&R - PHYSICAL	-	0.2	-100.0%	-	0.0%	-	0.2	-100.0%	0.4	-100.0%
FINANCIAL ACCOUNTING	1.7	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
5 WEST	-	0.1	-100.0%	-	0.0%	-	0.1	-100.0%	0.1	-100.0%
CARDIOPULMONARY - NICU	-	0.1	-100.0%	1.2	-100.0%	-	0.1	-100.0%	0.2	-100.0%
ENGINEERING	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
4 CENTRAL	-	0.0	-100.0%	-	0.0%	0.0	0.0	-37.5%	-	0.0%
8 CENTRAL	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	-	0.0%
6 Central	-	0.0	-100.0%	-	0.0%	0.0	0.0	151.6%	0.0	-5.1%
7 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
6 West	-	0.1	-100.0%	-	0.0%	-	0.0	-100.0%	-	0.0%
HUMAN RESOURCES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OP SURGERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
IMAGING - NUCLEAR MEDICINE	0.7	-	0.0%	-	0.0%	0.4	-	0.0%	-	0.0%
IMAGING - ULTRASOUND	1.2	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
FOOD SERVICE	-	-	0.0%	-	0.0%	0.6	-	0.0%	-	0.0%
INPATIENT REHAB - THERAPY	1.1	-	0.0%	-	0.0%	0.8	-	0.0%	-	0.0%
IMAGING - DIAGNOSTICS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
RECOVERY ROOM	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - CHEMISTRY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - MICROBIOLOGY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - TRANFUSION SERVICES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - SPEECH	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
MEDICAL STAFF	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>13.4</b>	<b>10.2</b>	<b>31.3%</b>	<b>13.5</b>	<b>-0.9%</b>	<b>14.6</b>	<b>9.5</b>	<b>53.3%</b>	<b>14.4</b>	<b>1.4%</b>
<b>TRANSITION LABOR</b>										
INTENSIVE CARE UNIT 4 (CCU)	3.0	6.4	-52.9%	10.3	-70.7%	3.9	6.2	-37.2%	11.0	-64.7%
7 CENTRAL	2.3	6.2	-63.6%	5.1	-55.3%	3.7	5.5	-33.3%	5.7	-35.8%
NEO-NATAL INTENSIVE CARE	5.9	4.5	31.6%	3.5	70.7%	5.9	3.9	51.7%	3.4	74.0%
INTENSIVE CARE UNIT 2	1.8	2.5	-27.5%	3.9	-53.7%	1.8	2.4	-22.7%	3.3	-44.9%
8 CENTRAL	2.8	4.0	-30.6%	4.4	-36.9%	2.9	3.5	-17.7%	3.9	-25.6%
INPATIENT REHAB	1.1	4.1	-73.4%	1.0	8.8%	1.6	3.8	-58.4%	2.9	-45.4%
6 Central	1.0	3.2	-68.7%	2.4	-58.8%	0.8	2.8	-71.5%	3.2	-74.8%
4 EAST	2.2	3.0	-26.6%	3.0	-27.9%	2.0	2.7	-27.3%	2.8	-29.9%
LABORATORY - CHEMISTRY	5.0	2.3	115.4%	2.4	109.2%	4.1	2.2	81.4%	2.1	94.3%
OPERATING ROOM	1.4	2.2	-38.6%	1.9	-29.7%	2.0	2.1	-7.1%	2.1	-4.5%
EMERGENCY DEPARTMENT	-	0.6	-100.0%	1.1	-100.0%	0.6	0.6	-0.8%	2.0	-69.5%
5 CENTRAL	0.2	1.3	-81.6%	1.6	-85.0%	0.6	1.1	-47.2%	1.7	-64.0%
LABORATORY - HEMATOLOGY	1.0	1.3	-22.7%	1.2	-16.5%	1.1	1.3	-15.0%	1.2	-9.8%
OP SURGERY	-	1.1	-100.0%	0.9	-100.0%	-	1.0	-100.0%	1.0	-100.0%
PM&R - OCCUPATIONAL	1.0	0.5	87.8%	0.5	108.3%	1.0	0.5	103.7%	0.3	222.8%
CHW - SPORTS MEDICINE	-	0.3	-100.0%	1.0	-100.0%	-	0.3	-100.0%	0.7	-100.0%
4 CENTRAL	-	0.5	-100.0%	0.2	-100.0%	0.0	0.4	-96.4%	0.6	-97.5%
PM&R - PHYSICAL	-	0.4	-100.0%	-	0.0%	-	0.4	-100.0%	0.6	-100.0%
INPATIENT REHAB - THERAPY	1.2	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
9 CENTRAL	0.2	0.4	-59.8%	0.2	-3.9%	0.1	0.3	-65.6%	0.4	-71.8%
LABOR AND DELIVERY	-	0.1	-100.0%	0.1	-100.0%	0.0	0.1	-77.7%	0.1	-75.3%
6 West	-	0.1	-100.0%	0.2	-100.0%	0.0	0.1	-78.6%	0.1	-84.2%
5 WEST	-	0.0	-100.0%	0.1	-100.0%	-	0.0	-100.0%	0.0	-100.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>29.9</b>	<b>44.7</b>	<b>-33.1%</b>	<b>44.7</b>	<b>-33.1%</b>	<b>32.9</b>	<b>41.2</b>	<b>-20.0%</b>	<b>49.0</b>	<b>-32.7%</b>
<b>GRAND TOTAL</b>	<b>43.3</b>	<b>54.9</b>	<b>-21.1%</b>	<b>58.3</b>	<b>-25.7%</b>	<b>47.5</b>	<b>50.7</b>	<b>-6.3%</b>	<b>63.3</b>	<b>-25.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY  
FEBRUARY 2019**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
<b>SP TEMPORARY LABOR</b>	\$ 61,029	\$ 4,718	\$ 56,311	1193.5%	\$ 13,269	359.9%	\$ 267,715	\$ 24,534	\$ 243,181	991.2%	\$ 26,781	899.6%
IMCU9 TEMPORARY LABOR	9,986	9,471	515	5.4%	-	100.0%	92,232	45,546	46,686	102.5%	-	100.0%
US TEMPORARY LABOR	22,703	-	22,703	100.0%	-	100.0%	68,426	-	68,426	100.0%	-	100.0%
TELECOM TEMPORARY LABOR	22,128	-	22,128	100.0%	-	100.0%	66,262	-	66,262	100.0%	-	100.0%
REHAB TEMPORARY LABOR	4,043	15,684	(11,641)	-74.2%	11,259	-64.1%	61,276	78,420	(17,144)	-21.9%	61,923	-1.0%
ALL OTHER	45,165	73,303	(28,138)	-38.4%	143,806	-68.6%	281,905	371,806	(89,901)	-24.2%	754,693	-62.6%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 165,053</b>	<b>\$ 103,176</b>	<b>\$ 61,877</b>	<b>60.0%</b>	<b>\$ 168,334</b>	<b>-1.9%</b>	<b>\$ 837,816</b>	<b>\$ 520,306</b>	<b>\$ 317,510</b>	<b>61.0%</b>	<b>\$ 843,397</b>	<b>-0.7%</b>
<b>NICU TRANSITION LABOR</b>	<b>\$ 62,192</b>	<b>\$ 45,119</b>	<b>\$ 17,073</b>	<b>37.8%</b>	<b>\$ 27,547</b>	<b>125.8%</b>	<b>\$ 336,049</b>	<b>\$ 210,526</b>	<b>\$ 125,523</b>	<b>59.6%</b>	<b>\$ 181,976</b>	<b>84.7%</b>
CHEM TRANSITION LABOR	35,148	17,712	17,436	98.4%	18,469	90.3%	151,601	92,104	59,497	64.6%	86,165	75.9%
OT TRANSITION LABOR	10,904	5,218	5,686	109.0%	5,024	117.0%	61,970	27,162	34,808	128.2%	15,657	295.8%
ICU2 TRANSITION LABOR	18,819	26,399	(7,580)	-28.7%	28,178	-33.2%	113,213	137,315	(24,102)	-17.6%	189,170	-40.2%
4E TRANSITION LABOR	22,497	29,007	(6,510)	-22.4%	25,154	-10.6%	107,818	142,360	(34,542)	-24.3%	145,589	-25.9%
8C TRANSITION LABOR	39,000	44,386	(5,386)	-12.1%	48,847	-20.2%	170,206	211,748	(41,542)	-19.6%	236,082	-27.9%
7C TRANSITION LABOR	21,297	59,701	(38,404)	-64.3%	43,687	-51.3%	193,249	286,009	(92,760)	-32.4%	297,020	-34.9%
REHAB TRANSITION LABOR	10,407	50,241	(39,834)	-79.3%	37,701	-72.4%	94,629	251,205	(156,576)	-62.3%	196,370	-51.8%
ICU4 TRANSITION LABOR	27,394	72,556	(45,162)	-62.2%	111,834	-75.5%	191,486	376,898	(185,412)	-49.2%	675,555	-71.7%
ALL OTHER	56,254	120,189	(63,935)	-53.2%	112,097	-49.8%	353,915	603,164	(249,249)	-41.3%	763,792	-53.7%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 303,912</b>	<b>\$ 470,528</b>	<b>\$ (166,616)</b>	<b>-35.4%</b>	<b>\$ 458,538</b>	<b>-33.7%</b>	<b>\$ 1,774,137</b>	<b>\$ 2,338,491</b>	<b>\$ (564,354)</b>	<b>-24.1%</b>	<b>\$ 2,787,377</b>	<b>-36.4%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 468,966</b>	<b>\$ 573,704</b>	<b>\$ (104,738)</b>	<b>-18.3%</b>	<b>\$ 626,872</b>	<b>-25.2%</b>	<b>\$ 2,611,954</b>	<b>\$ 2,858,797</b>	<b>\$ (246,843)</b>	<b>-8.6%</b>	<b>\$ 3,630,773</b>	<b>-28.1%</b>
<b>HIM CODING SERVICES</b>	<b>\$ 547,274</b>	<b>\$ 139,006</b>	<b>\$ 408,268</b>	<b>293.7%</b>	<b>\$ 50,442</b>	<b>985.0%</b>	<b>\$ 2,685,573</b>	<b>\$ 525,820</b>	<b>\$ 2,159,753</b>	<b>410.7%</b>	<b>\$ 339,586</b>	<b>690.8%</b>
PT ACCTS COLLECTION FEES	947,468	163,069	784,399	481.0%	50,975	1758.7%	2,084,579	790,782	1,293,797	163.6%	456,030	357.1%
ADM CONSULTANT FEES	83,103	40,119	42,984	107.1%	708	11632.2%	722,257	200,595	521,662	260.1%	156,159	362.5%
ADMIN LEGAL FEES	9,225	40,878	(31,653)	-77.4%	4,581	101.4%	414,444	204,390	210,054	102.8%	110,771	274.1%
ECHDA OTHER PURCH SVCS	100,000	142,208	(42,208)	-29.7%	147	67927.2%	585,237	711,040	(125,803)	-17.7%	4,316	13459.7%
ADMIN OTHER FEES	190,328	14,038	176,290	1255.8%	12,366	1439.1%	52,594	70,190	(17,596)	-25.1%	66,334	-20.7%
IT INFORMATION SOLUTIONS SVCS	29,046	-	29,046	100.0%	16,137	80.0%	103,706	-	103,706	100.0%	192,398	-46.1%
COMM REL ADVERTISEMENT PURCH SVCS	13,785	22,460	(8,675)	-38.6%	73,160	-81.2%	182,875	125,776	57,099	45.4%	152,854	19.6%
PA ELIGIBILITY FEES	39,281	23,182	16,099	69.4%	40,200	-2.3%	162,588	109,216	53,372	48.9%	164,813	-1.4%
DIALYSIS SERVICES	147,398	120,457	26,941	22.4%	134,297	9.8%	730,899	626,283	104,616	16.7%	658,520	11.0%
COMM REL WELLNESS WORKS	21,960	21,954	6	0.0%	21,530	2.0%	133,483	109,770	23,713	21.6%	108,492	23.0%
FIN ACCT COST REPORT/CONSULTANT FEES	15,537	4,145	11,392	274.8%	79,930	-80.6%	62,267	30,707	31,560	102.8%	89,980	-30.8%
ADM CONTRACT STRYKER	31,515	27,274	4,241	15.6%	100,381	-68.6%	155,784	132,260	23,524	17.8%	151,965	2.5%
REHAB OTHER PURCH SVCS	13,142	7,320	5,822	79.5%	6,559	100.4%	65,349	36,600	28,749	78.5%	28,712	127.6%
DIET OTHER PURCH SVCS	9,967	4,440	5,527	124.5%	4,298	131.9%	50,774	22,200	28,574	128.7%	17,633	188.0%
340B CONTRACT PURCH SVC	(3,041)	7,338	(10,379)	-141.4%	1,858	-263.6%	50,953	36,690	14,263	38.9%	5,003	918.5%
HR RECRUITING FEES	33,821	6,918	26,903	388.9%	20,806	62.6%	148,655	77,258	71,397	92.4%	75,493	96.9%
ADM APPRAISAL DIST FEE	50,731	13,679	37,052	270.9%	50,717	0.0%	101,461	68,395	33,066	48.3%	50,717	100.1%
UOM ( EHR FEES )	19,212	15,993	3,219	20.1%	11,064	73.6%	86,486	73,237	13,249	18.1%	68,579	26.1%
CL OTHER PURCH SVCS	15,922	13,566	2,356	17.4%	12,147	31.1%	78,989	67,071	11,918	17.8%	60,560	30.4%
ECHD POLICE DEPT OTHER PURCH SVCS	18,050	15,725	2,325	14.8%	18,449	-2.2%	90,614	78,625	11,989	15.2%	87,042	4.1%
4E OTHER PURCH SVCS	5,844	6,857	(1,013)	-14.8%	14,831	-60.6%	64,464	46,064	18,400	39.9%	55,549	16.0%
CE OTHER PURCH SVCS	484,404	63,502	420,902	662.8%	63,750	659.8%	675,854	317,510	358,344	112.9%	314,667	114.8%
COMM REL MEDIA PLACEMENT	(4,629)	47,500	(52,129)	-109.7%	15,524	-129.8%	142,501	226,538	(84,037)	-37.1%	203,796	-30.1%
SERV EXC SURVEY SERVICES	62,140	32,975	29,165	88.4%	21,180	193.4%	336,157	444,875	(108,718)	-24.4%	326,470	3.0%
PRO OTHER PURCH SVCS	8,061	31,547	(23,486)	-74.4%	9,295	-13.3%	51,877	119,455	(67,578)	-56.6%	104,330	-50.3%
CREDIT CARD FEES	3,258	13,870	(10,612)	-76.5%	10,248	-68.2%	56,077	77,290	(21,213)	-27.4%	87,506	-35.9%
PI FEES ( TRANSITION NURSE PROGRAM)	36,797	57,336	(20,539)	-35.8%	31,081	18.4%	214,834	286,680	(71,846)	-25.1%	181,710	18.2%
MED ASSETS CONTRACT	7,610	21,635	(14,025)	-64.8%	14,205	-46.4%	59,444	109,231	(49,787)	-45.6%	78,035	-23.8%
PHARMACY SERVICES	23,485	34,768	(11,283)	-32.5%	14,891	57.7%	142,074	175,532	(33,458)	-19.1%	82,481	72.3%
UC-CPC 42ND STREET PURCH SVCS-OTHER	42,061	85,085	(43,024)	-50.6%	56,135	-25.1%	189,308	307,275	(117,967)	-38.4%	304,846	-37.9%
SP OTHER PURCH SVCS	61,858	30,982	30,876	99.7%	-	100.0%	61,858	167,080	(105,222)	-63.0%	7,000	783.7%
PRIMARY CARE WEST OTHER PURCH SVCS	23,344	73,994	(50,650)	-68.5%	87,606	-73.4%	248,038	530,475	(282,437)	-53.2%	530,802	-53.3%
PA E-SCAN DATA SYSTEM	86,688	121,506	(34,818)	-28.7%	67,262	28.9%	393,995	607,530	(213,535)	-35.1%	334,397	17.8%
FHC OTHER PURCH SVCS	95,202	109,262	(14,060)	-12.9%	224,001	-57.5%	481,983	823,128	(341,145)	-41.4%	867,177	-44.4%
ALL OTHERS	787,111	1,915,018	(1,127,907)	-58.9%	904,418	-13.0%	9,626,797	9,832,035	(205,238)	-2.1%	4,265,087	125.7%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 4,056,956</b>	<b>\$ 3,489,606</b>	<b>\$ 567,350</b>	<b>16.3%</b>	<b>\$ 2,245,181</b>	<b>80.7%</b>	<b>\$ 21,494,830</b>	<b>\$ 18,167,603</b>	<b>\$ 3,327,227</b>	<b>18.3%</b>	<b>\$ 10,789,807</b>	<b>99.2%</b>

**Ector County Hospital District  
Debt Service Coverage Calculation  
FEBRUARY 2019**

**Average Annual Debt Service Requirements of 110%:**

	FYTD			Annualized
	ProCare	ECHD	Consolidated	Consolidated
Decrease in net position	-	4,347,377	4,347,377	10,433,706
Deficiency of revenues over expenses	-	4,347,377	4,347,377	10,433,706
Depreciation/amortization	100,232	7,980,818	8,081,051	19,394,522
GASB 68	-	2,900,000	2,900,000	6,960,000
Interest expense	-	1,293,940	1,293,940	3,105,455
(Gain) or loss on fixed assets	-	-	-	-
Unusual / infrequent / extraordinary items	-	-	-	-
Unrealized (gains) / losses on investments	-	(30,157)	(30,157)	(72,377)
<b>Consolidated net revenues</b>	<b>100,232</b>	<b>16,491,978</b>	<b>16,592,211</b>	<b>39,821,306</b>

**Note:** Average annual debt service requirements is defined to mean the greater of the following 2 calculations:

**1.) Average annual debt service of future maturities**

	Bonds	BAB Subsidy	Total	110%
<b>2019</b>	3,704,003.09	1,050,540.12	4,754,543.21	5,229,997.53
<b>2020</b>	3,703,513.46	1,014,199.56	4,717,713.02	5,189,484.33
<b>2021</b>	3,703,965.62	975,673.80	4,679,639.42	5,147,603.37
<b>2022</b>	3,703,363.82	930,657.44	4,634,021.26	5,097,423.38
<b>2023</b>	3,704,094.49	883,666.27	4,587,760.76	5,046,536.84
<b>2024</b>	3,703,936.71	834,581.31	4,538,518.02	4,992,369.83
<b>2025</b>	3,703,757.92	783,331.19	4,487,089.11	4,935,798.02
<b>2026</b>	3,703,381.35	729,820.73	4,433,202.08	4,876,522.29
<b>2027</b>	3,702,861.24	670,848.36	4,373,709.60	4,811,080.56
<b>2028</b>	3,703,256.93	609,138.35	4,312,395.28	4,743,634.81
<b>2029</b>	3,702,288.56	544,540.00	4,246,828.56	4,671,511.42
<b>2030</b>	3,701,769.56	476,952.84	4,178,722.40	4,596,594.64
<b>2031</b>	3,701,420.06	406,226.18	4,107,646.24	4,518,410.86
<b>2032</b>	3,701,960.19	332,209.33	4,034,169.52	4,437,586.47
<b>2033</b>	3,701,063.45	254,726.47	3,955,789.92	4,351,368.91
<b>2034</b>	3,700,496.62	173,652.02	3,874,148.64	4,261,563.50
<b>2035</b>	3,700,933.18	88,810.18	3,789,743.36	4,168,717.70
	<b>3,702,709.78</b>	<b>632,916.13</b>	<b>4,335,625.91</b>	

**OR**

**2.) Next Year Debt Service - sum of principal and interest due in the next fiscal year:**

	Bonds	
Debt Service	4,754,543	← higher of the two

<b>Covenant Computation</b>	<b>349.0%</b>	(needs to be 110% or higher)	<b>837.5%</b>
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# Financial Presentation

For the Month Ended

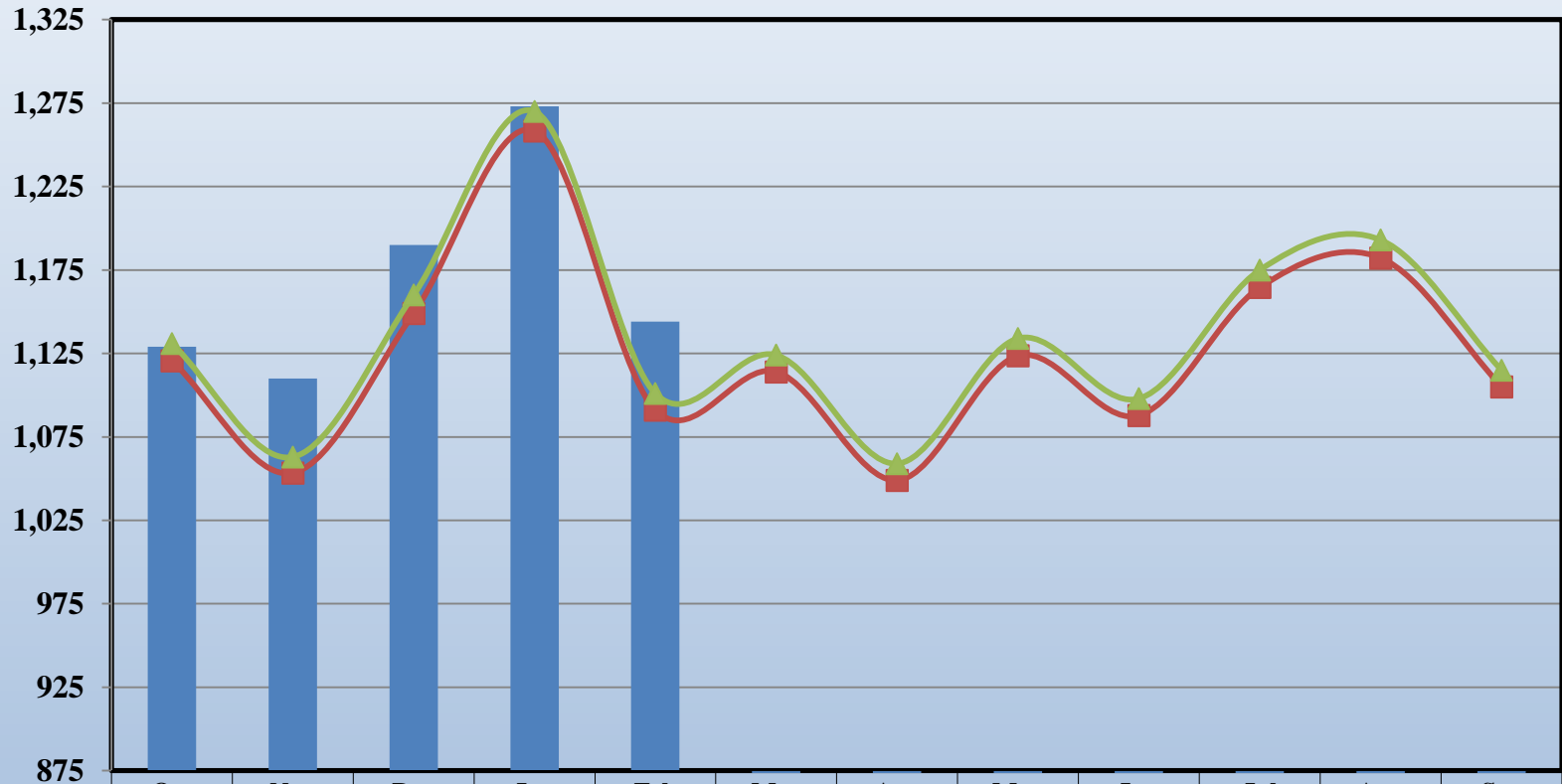
February 28, 2019

# Volume



# Admissions

*Total – Adults and NICU*

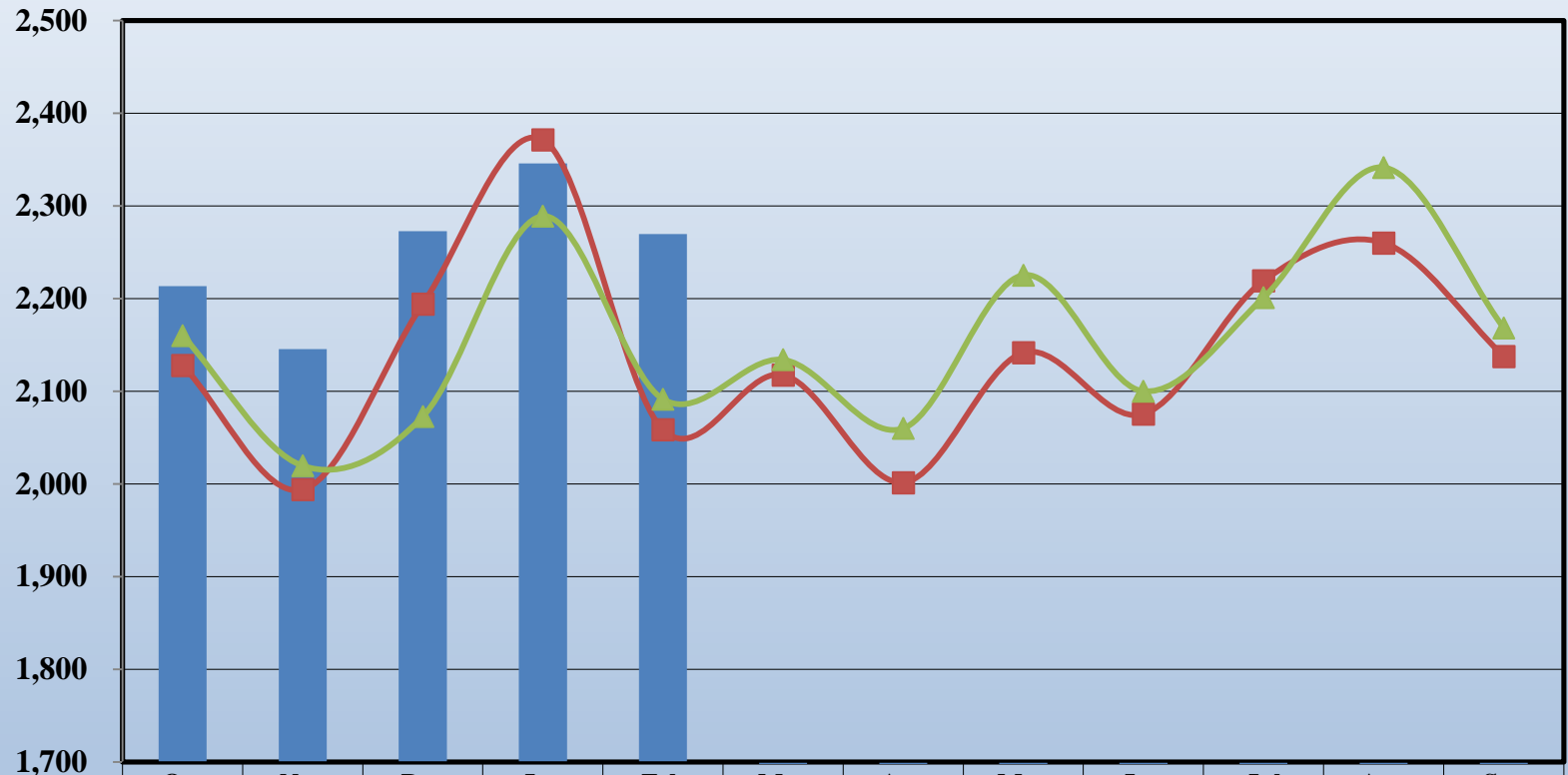


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">■</span> FY 2019	1,129	1,110	1,190	1,273	1,144	-	-	-	-	-	-	-
<span style="color: red;">■</span> FY 2019 Budget	1,121	1,053	1,149	1,258	1,091	1,114	1,049	1,124	1,088	1,165	1,182	1,105
<span style="color: green;">▲</span> FY 2018	1,131	1,063	1,160	1,270	1,101	1,124	1,059	1,134	1,098	1,175	1,193	1,115



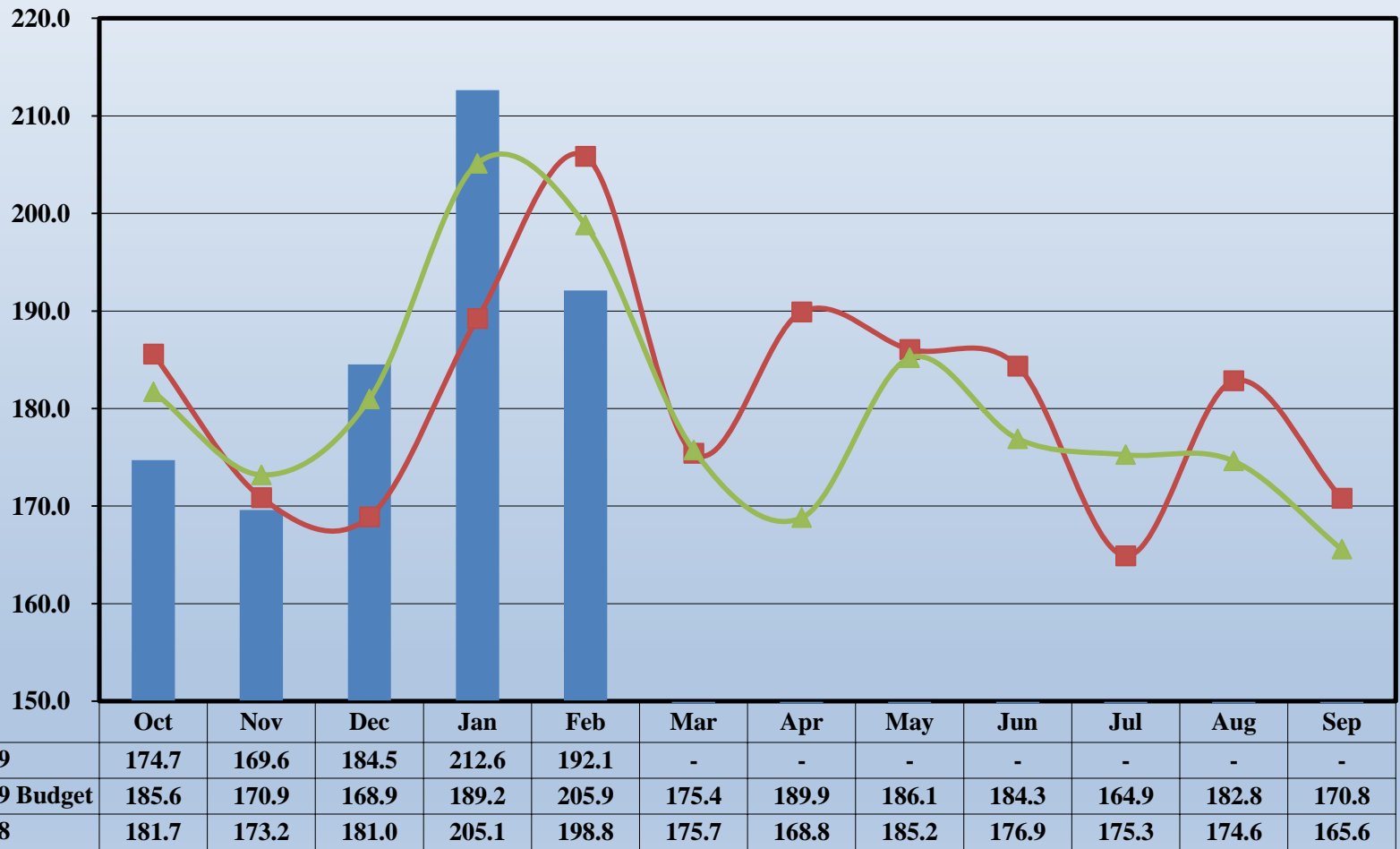
# Adjusted Admissions

*Including Acute & Rehab Unit*



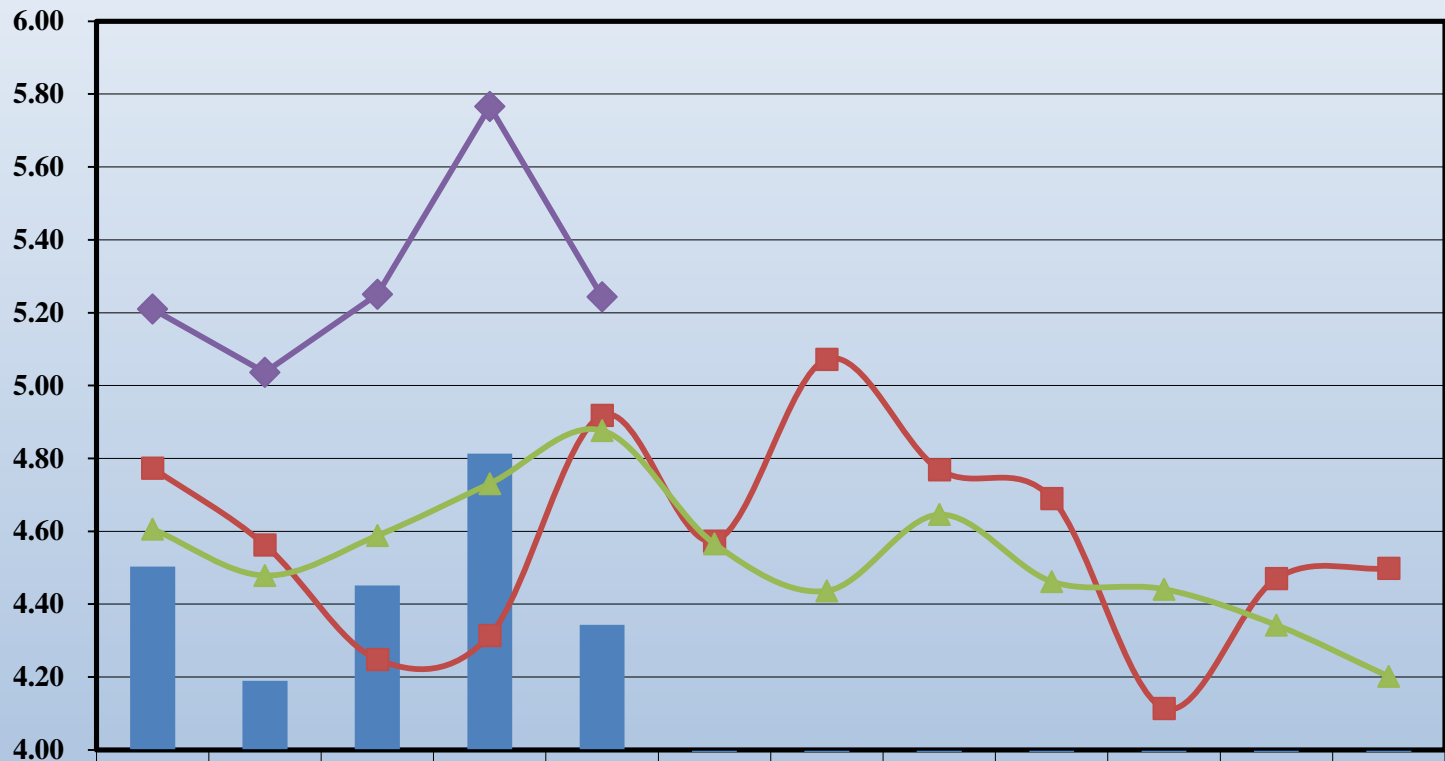
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">■</span> FY 2019	2,214	2,146	2,273	2,346	2,270	-	-	-	-	-	-	-
<span style="color: red;">■</span> FY 2019 Budget	2,128	1,994	2,194	2,372	2,058	2,118	2,001	2,142	2,075	2,219	2,260	2,138
<span style="color: green;">▲</span> FY 2018	2,160	2,020	2,073	2,289	2,092	2,134	2,060	2,225	2,100	2,201	2,342	2,168

# Average Daily Census



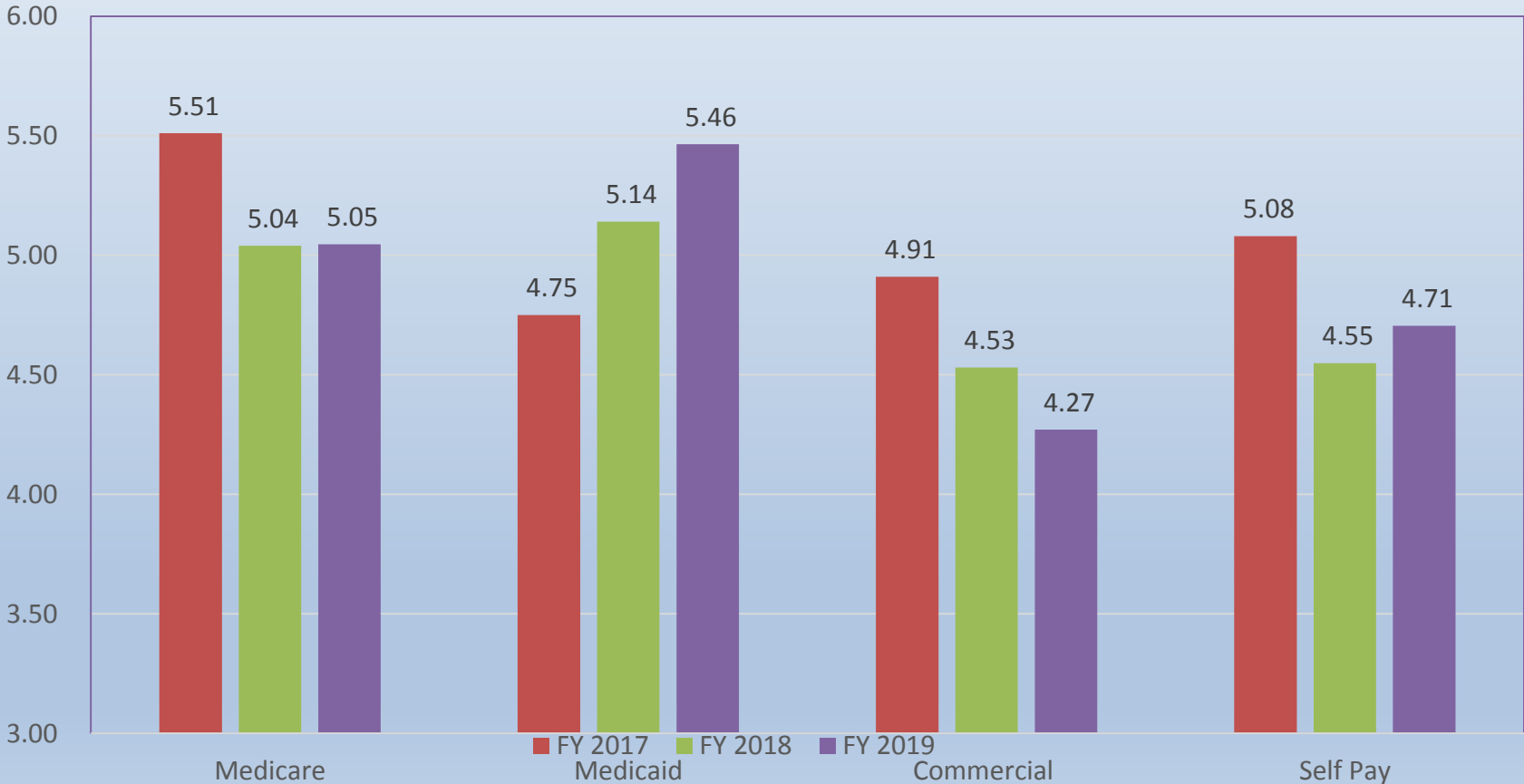
# Average Length of Stay

*Total – Adults and Pedi*

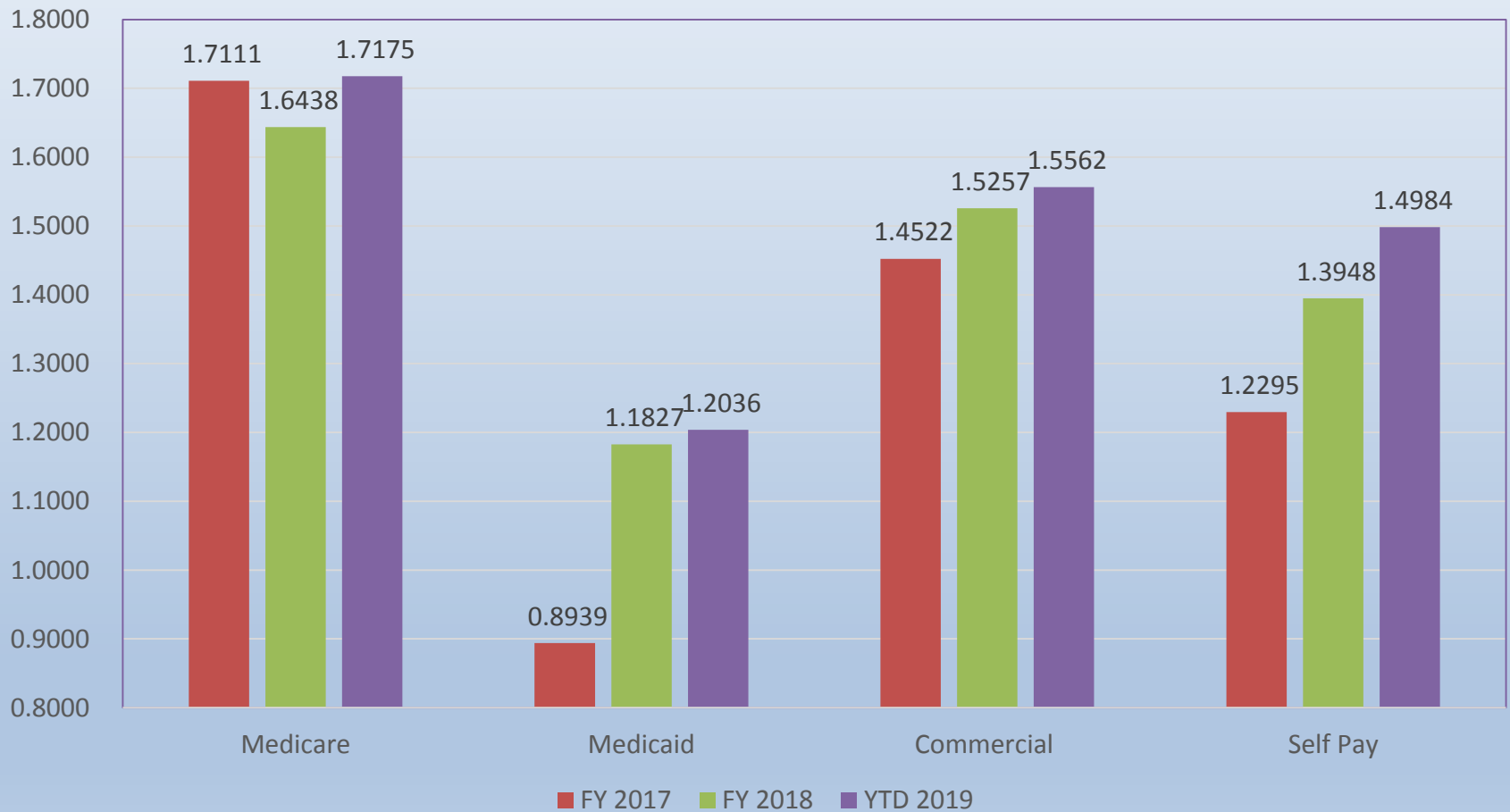


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>FY 2019</b>	4.50	4.19	4.45	4.81	4.34	-	-	-	-	-	-	-
<b>FY 2019 Budget</b>	4.77	4.56	4.25	4.31	4.92	4.57	5.07	4.77	4.69	4.11	4.47	4.50
<b>FY 2018</b>	4.61	4.48	4.59	4.73	4.88	4.57	4.44	4.65	4.46	4.44	4.34	4.20
<b>FY 2019 Excluding OB</b>	5.21	5.04	5.25	5.77	5.24							

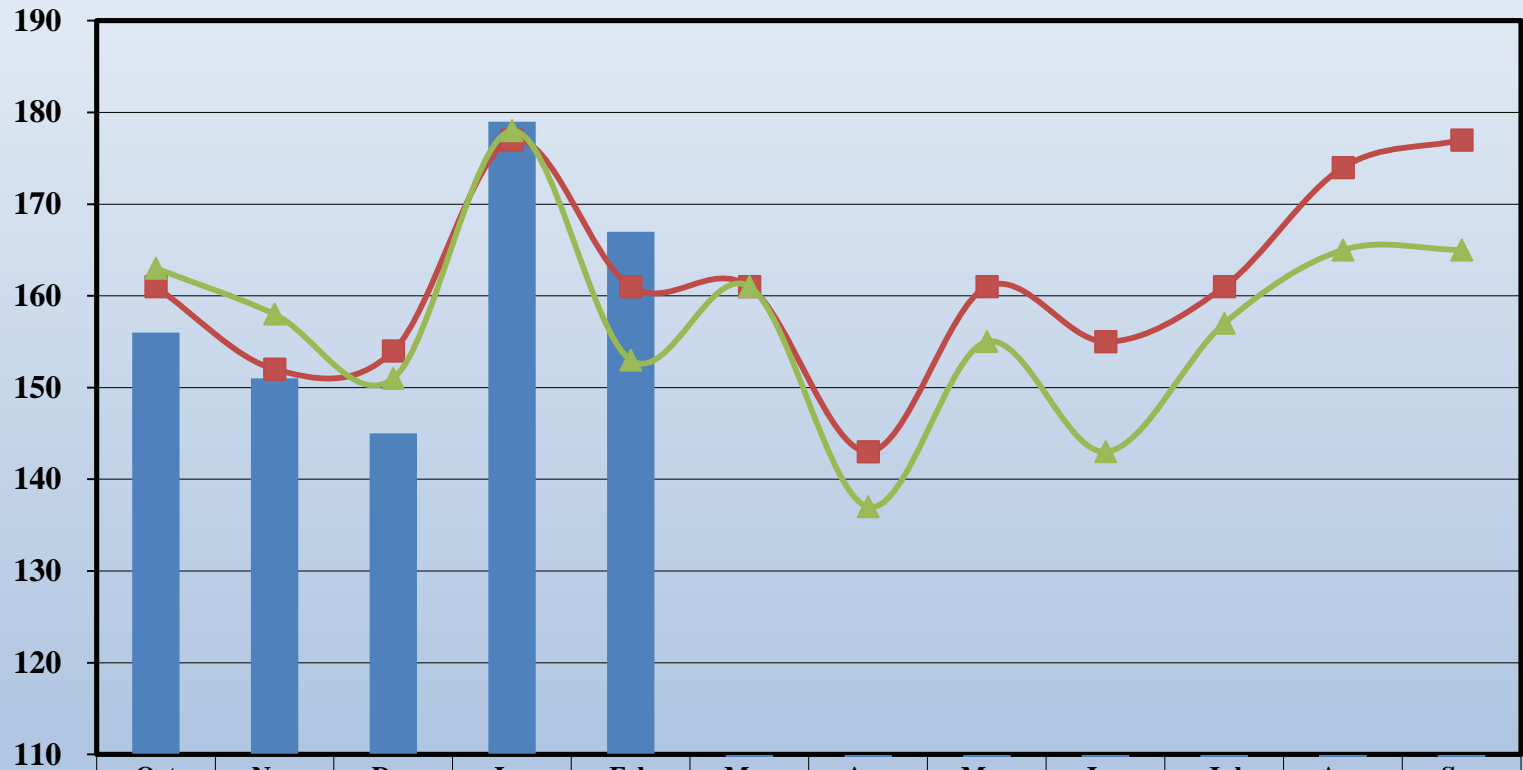
# Average Length of Stay by Financial Class



# Case Mix Index by Financial Class

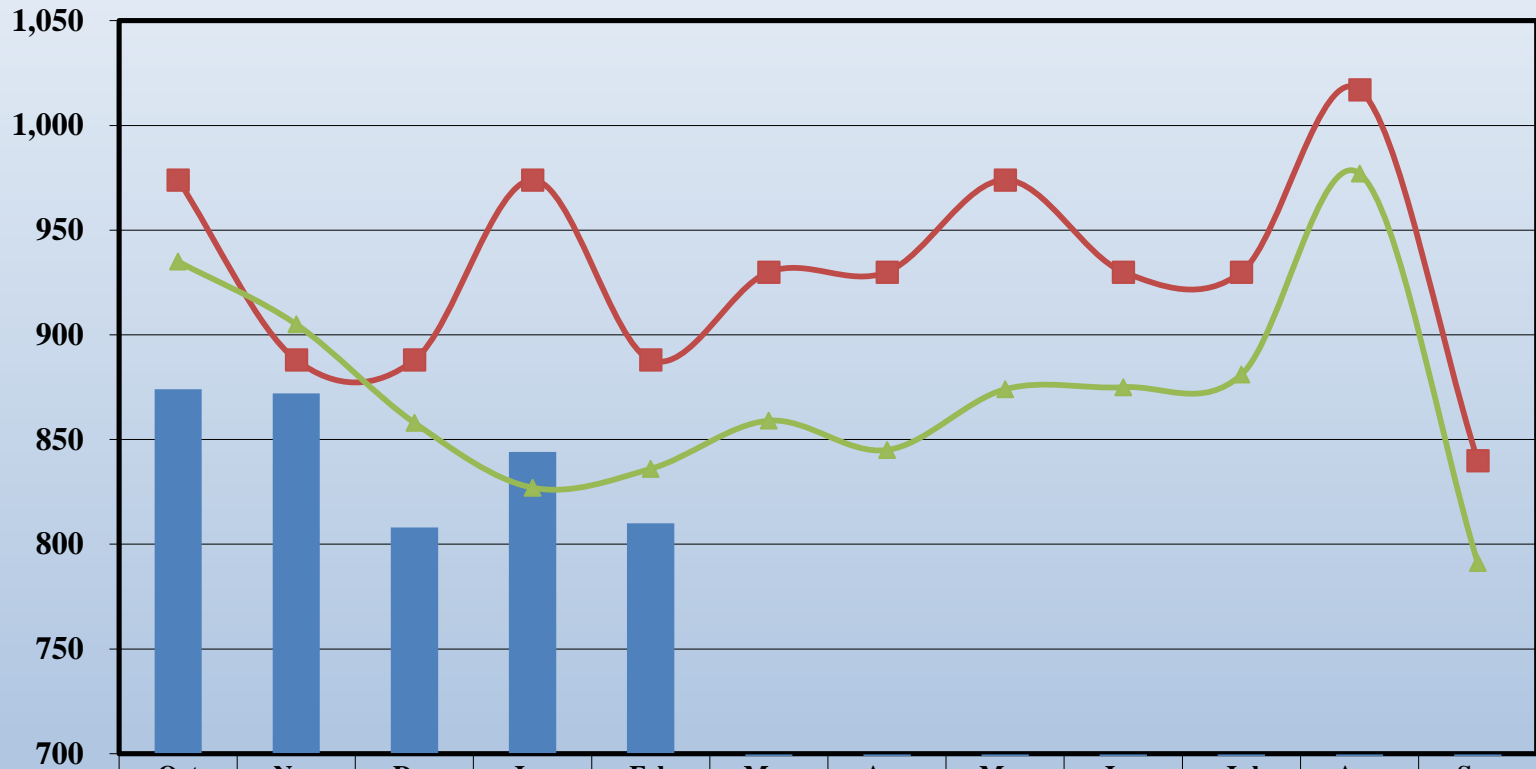


# Deliveries



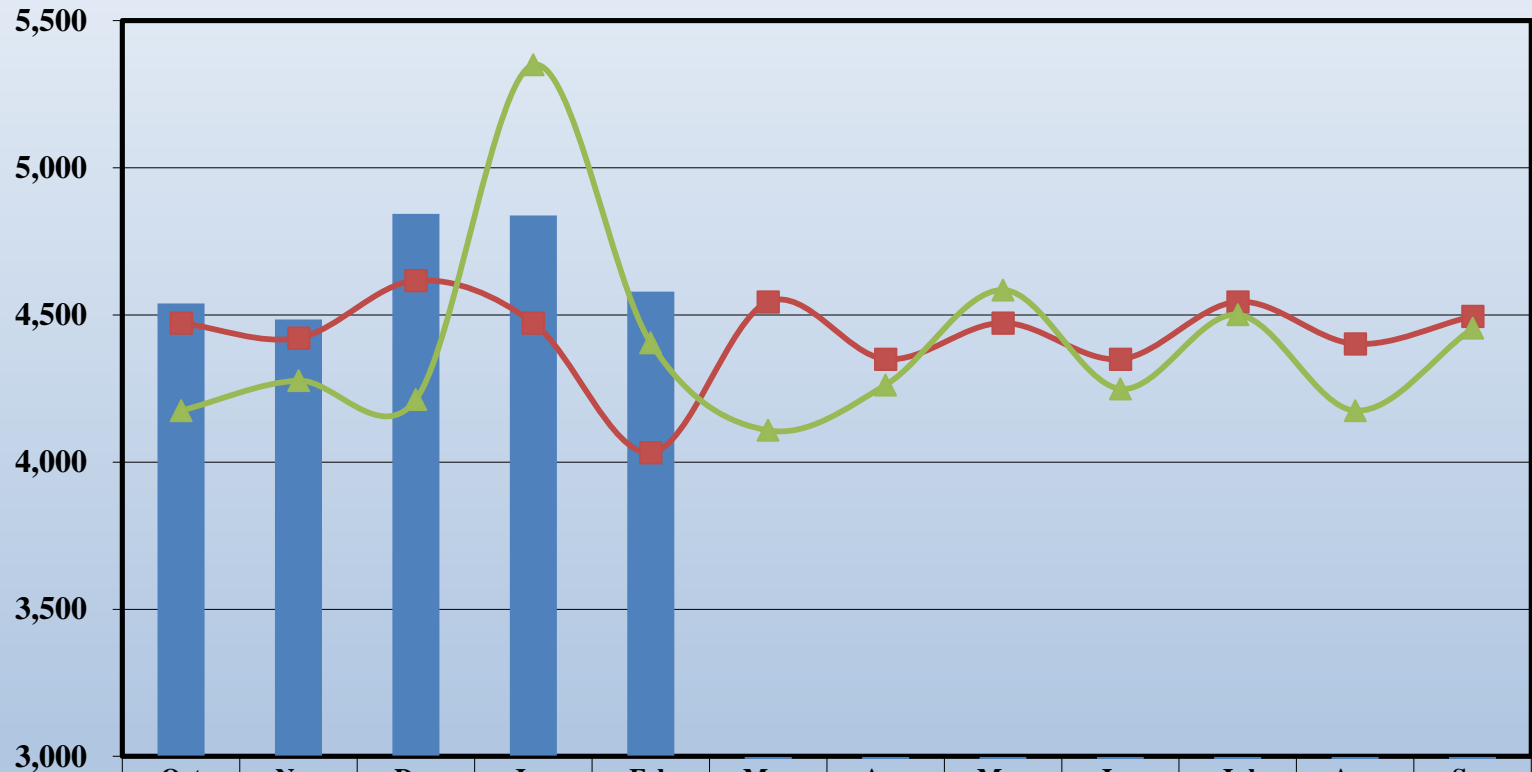
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>FY 2019</b>	156	151	145	179	167	-	-	-	-	-	-	-
<b>FY 2019 Budget</b>	161	152	154	177	161	161	143	161	155	161	174	177
<b>FY 2018</b>	163	158	151	178	153	161	137	155	143	157	165	165

# Total Surgical Cases



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>FY 2019</b>	874	872	808	844	810	-	-	-	-	-	-	-
<b>FY 2019 Budget</b>	974	888	888	974	888	930	930	974	930	930	1,017	840
<b>FY 2018</b>	935	905	858	827	836	859	845	874	875	881	977	791

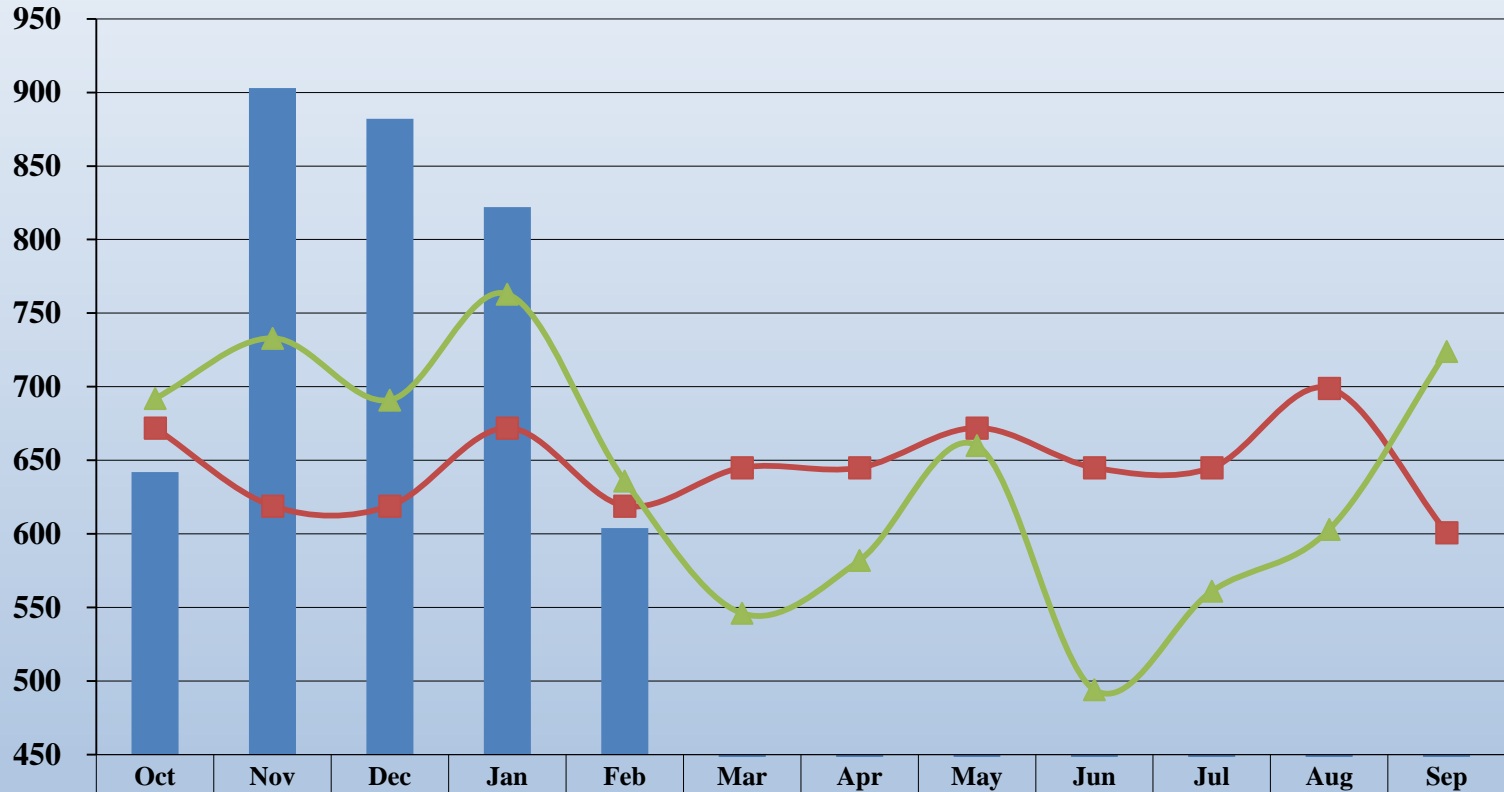
# Emergency Room Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">■</span> FY 2019	4,539	4,485	4,844	4,838	4,579	-	-	-	-	-	-	-
<span style="color: red;">■</span> FY 2019 Budget	4,473	4,422	4,617	4,473	4,032	4,545	4,350	4,473	4,350	4,545	4,402	4,496
<span style="color: green;">▲</span> FY 2018	4,175	4,277	4,213	5,350	4,405	4,108	4,262	4,585	4,249	4,501	4,175	4,455

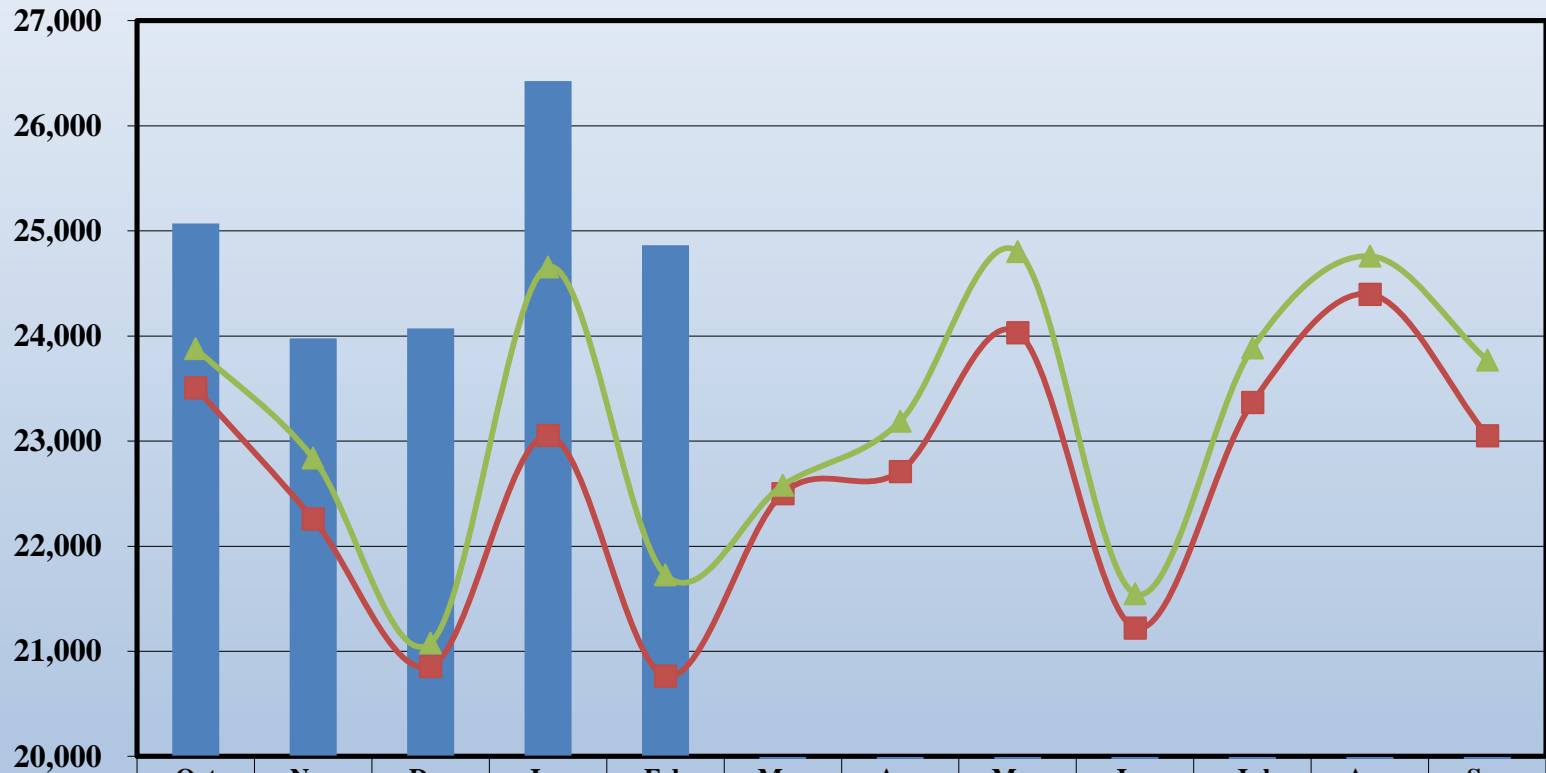


# Observation Days



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	642	903	882	822	604	-	-	-	-	-	-	-
FY 2019 Budget	672	619	619	672	619	645	645	672	645	645	699	601
FY 2018	692	733	691	763	636	546	582	660	494	561	603	724

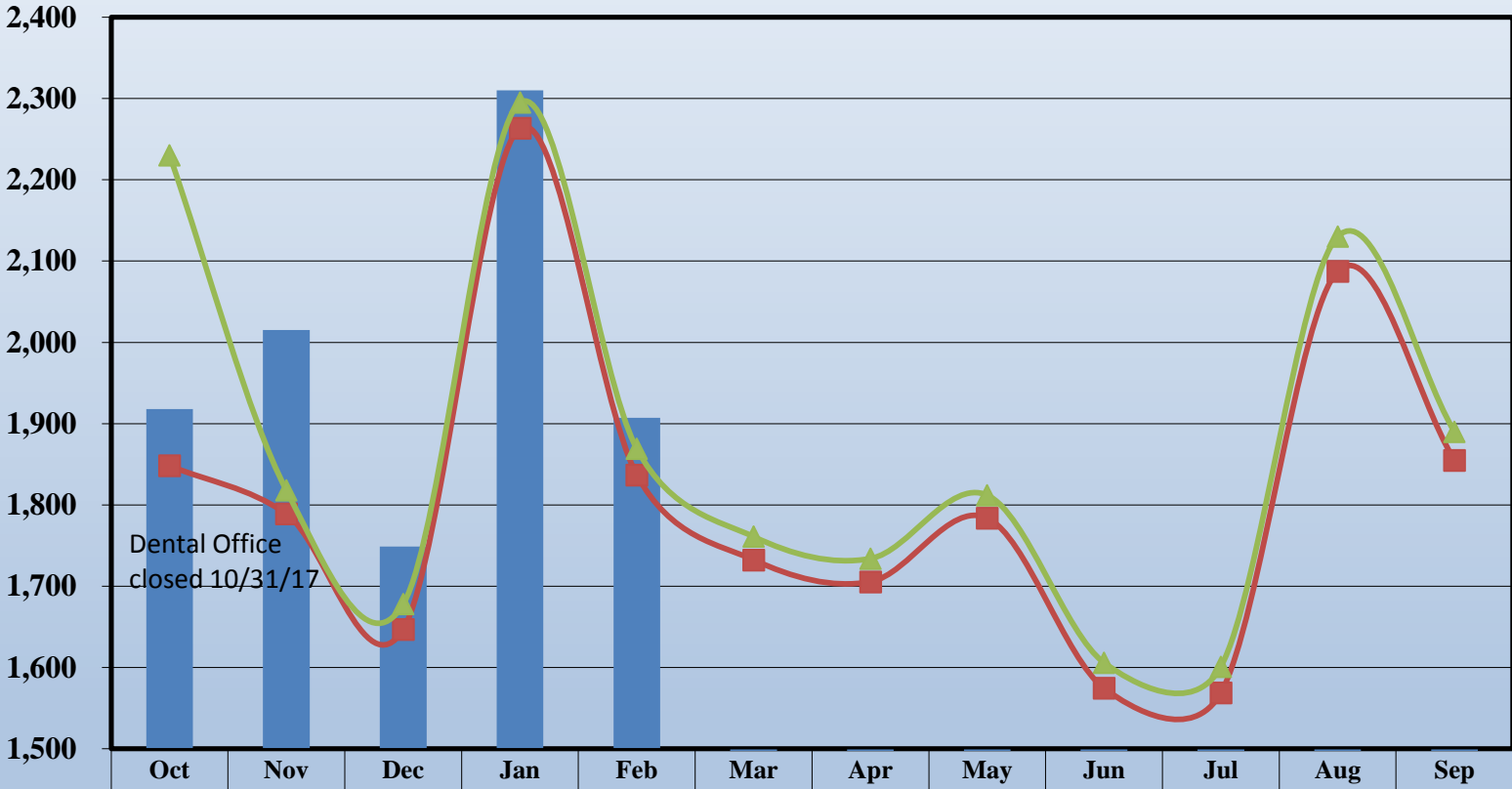
# Total Outpatient Occasions of Service



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">■</span> FY 2019	25,070	23,979	24,072	26,425	24,865	-	-	-	-	-	-	-
<span style="color: red;">■</span> FY 2019 Budget	23,508	22,259	20,858	23,055	20,765	22,502	22,712	24,034	21,223	23,368	24,398	23,051
<span style="color: green;">▲</span> FY 2018	23,881	22,839	21,080	24,658	21,727	22,580	23,190	24,804	21,547	23,885	24,760	23,770

# Center for Primary Care Total Visits

*(FQHC - Clements & West University)*



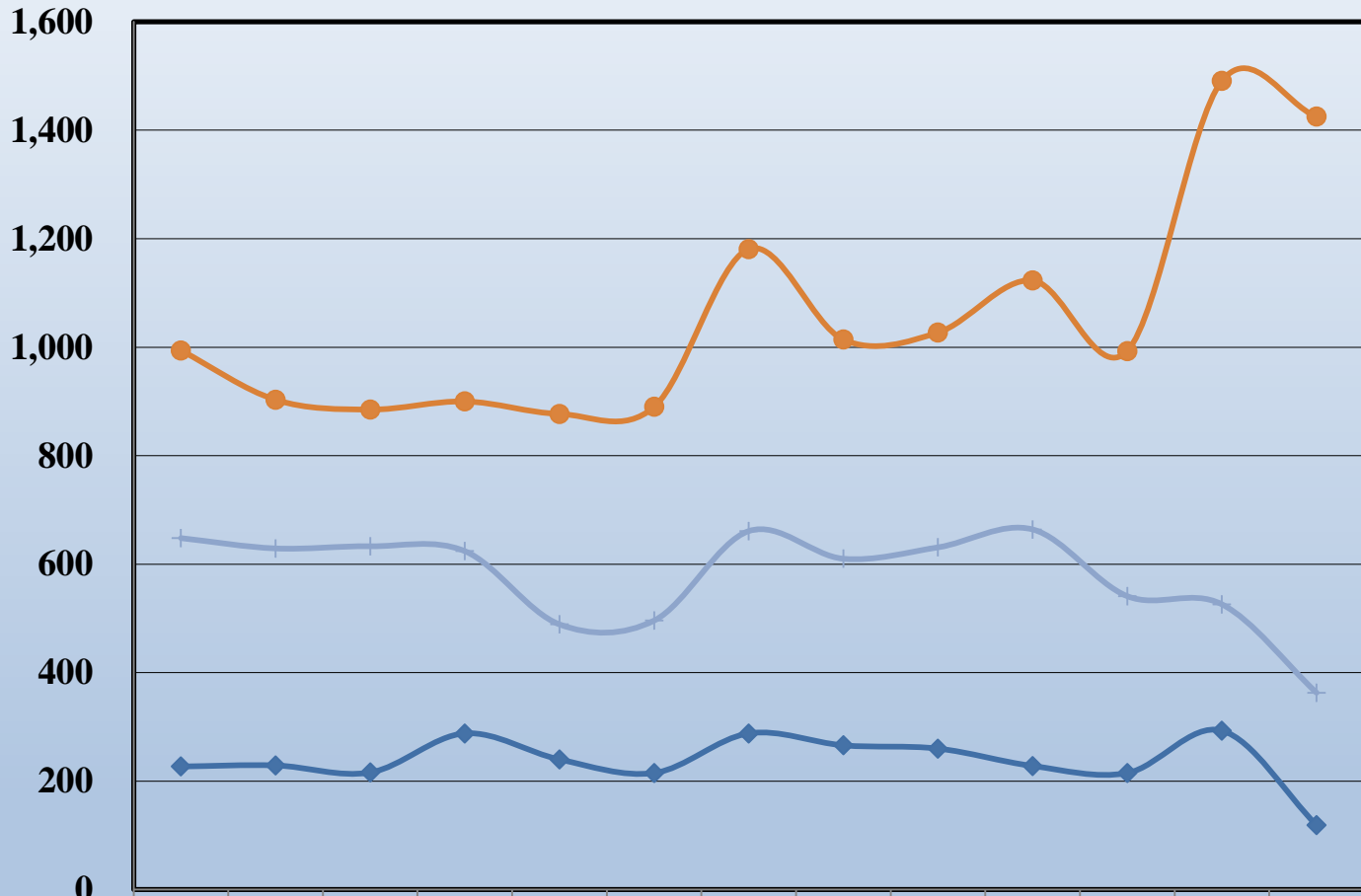
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	1,918	2,015	1,749	2,310	1,907	-	-	-	-	-	-	-
FY 2019 Budget	1,848	1,789	1,647	2,264	1,837	1,732	1,705	1,784	1,575	1,569	2,087	1,855
FY 2018	2,230	1,818	1,678	2,295	1,869	1,761	1,734	1,812	1,606	1,601	2,130	1,890

FY 2018 excludes Dental Clinic after 10/31/2017

# Center for Primary Care Visits

*(FQHC - Clements and West University)*

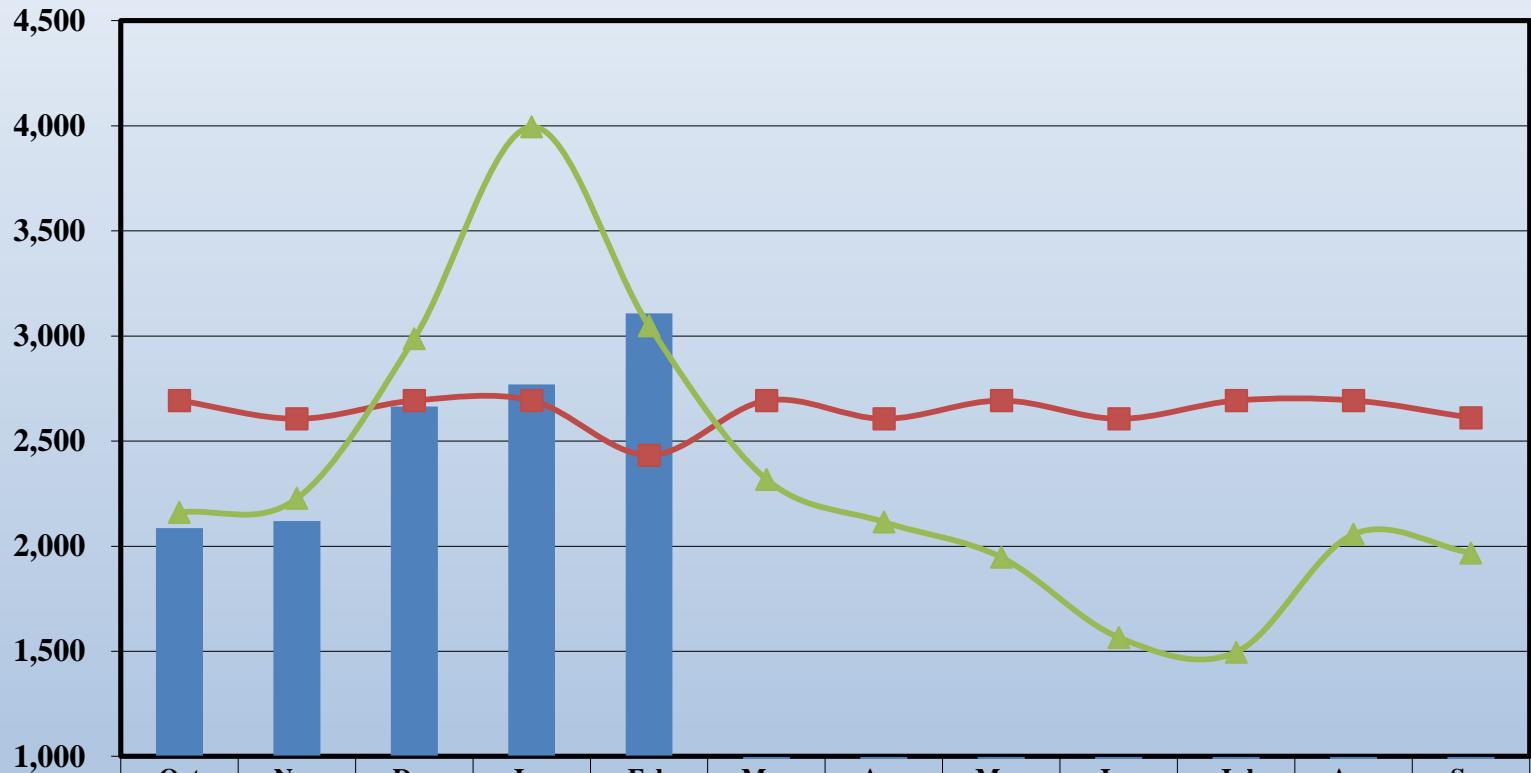
*Thirteen Month Trending – Excluding Dental Clinic*



	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
—●— Clements Medical	994	903	885	900	877	890	1,181	1,014	1,027	1,123	993	1,491	1,425
—+— W. University Medical	648	629	633	624	489	496	661	610	631	664	541	526	363
—◆— W. University Optometry	227	229	216	288	240	215	288	266	260	228	215	293	119

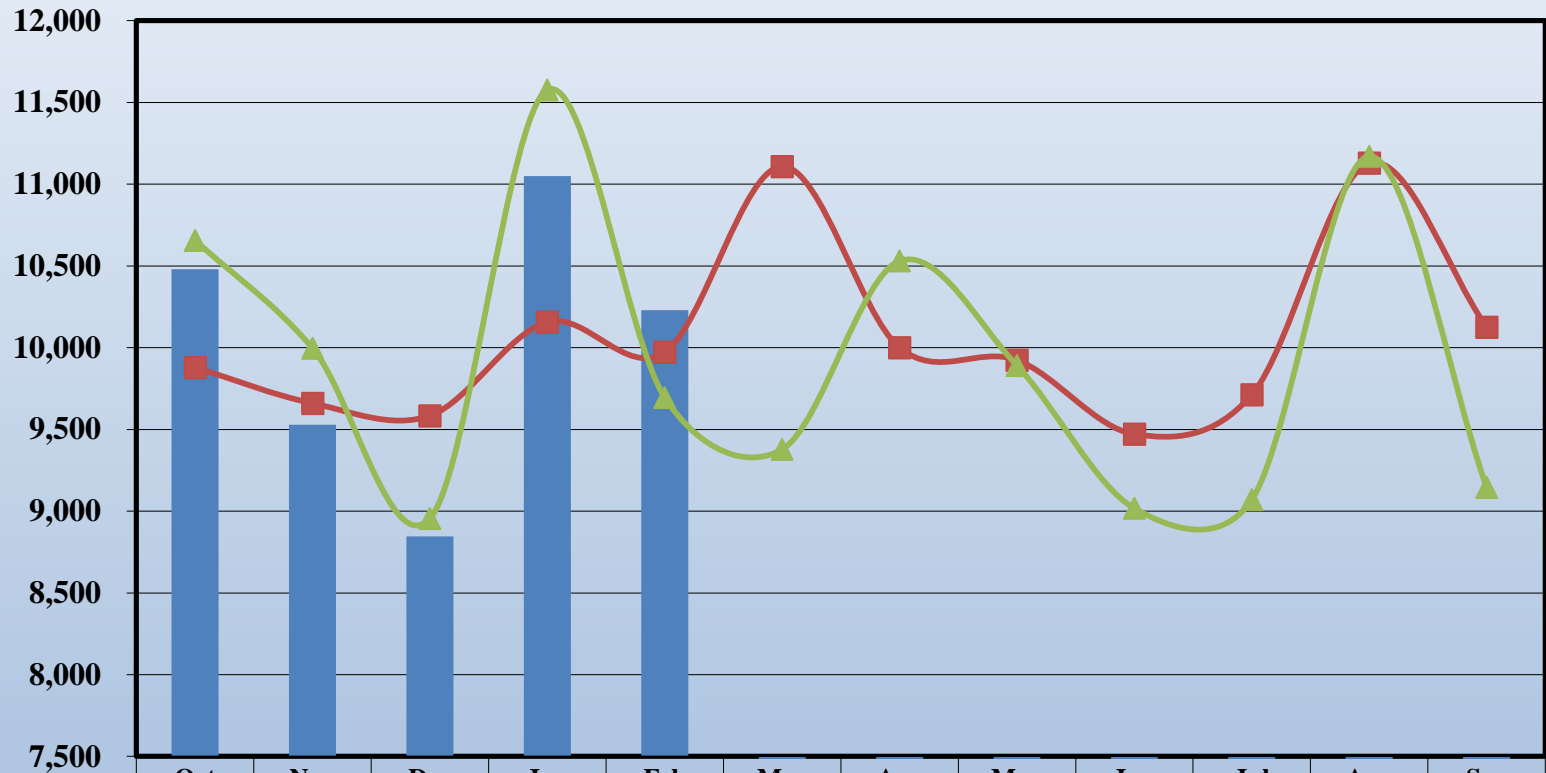
# Urgent Care Visits

(JBS Clinic, West University & 42<sup>nd</sup> Street)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">■</span> FY 2019	2,086	2,120	2,664	2,770	3,108	-	-	-	-	-	-	-
<span style="color: red;">■</span> FY 2019 Budget	2,693	2,606	2,693	2,693	2,433	2,693	2,606	2,693	2,606	2,693	2,693	2,611
<span style="color: green;">▲</span> FY 2018	2,161	2,227	2,988	3,995	3,048	2,318	2,115	1,947	1,566	1,496	2,057	1,968

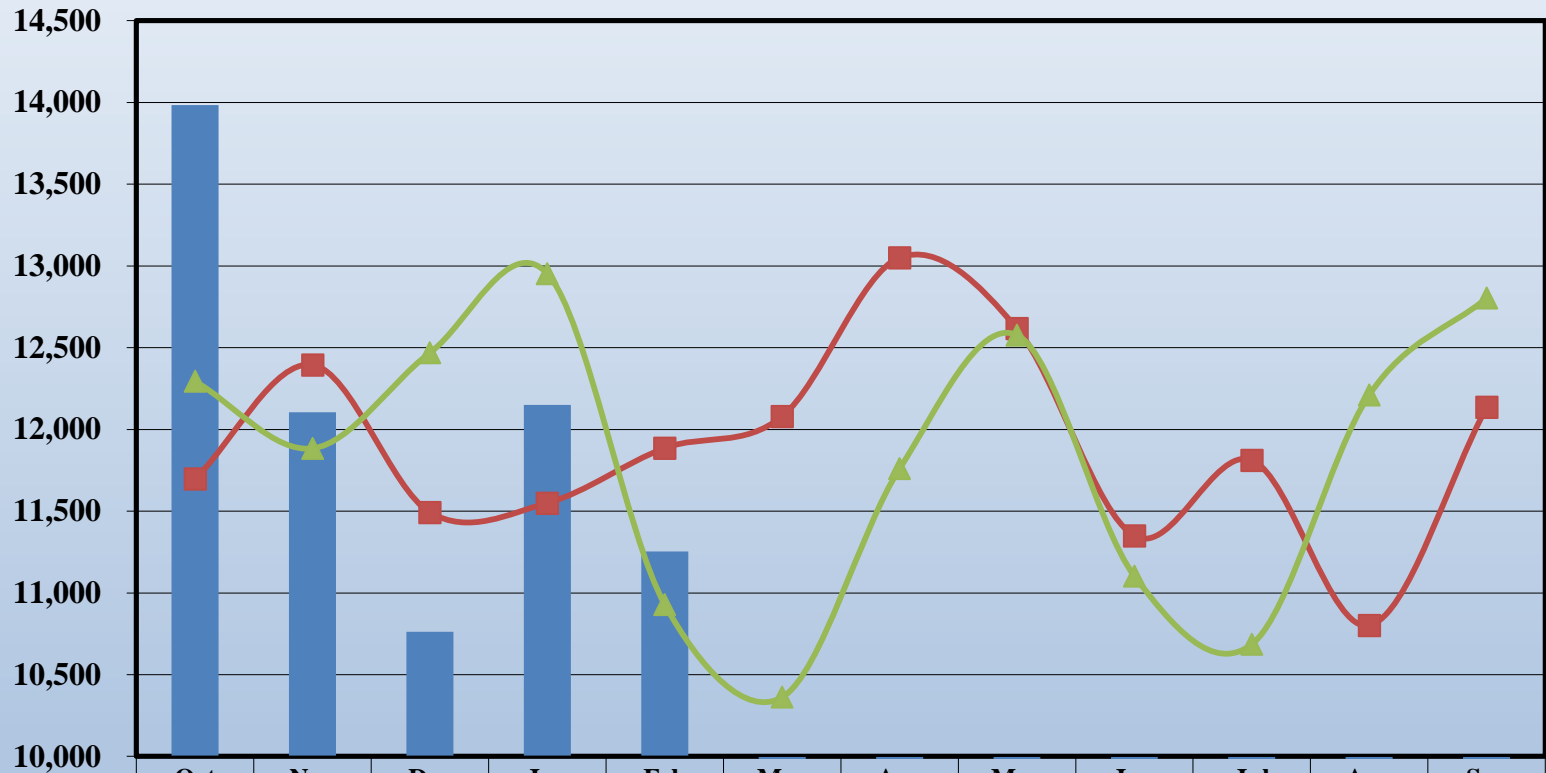
# Total ProCare Office Visits



FY 2019	10,479	9,529	8,846	11,050	10,229	-	-	-	-	-	-	-
FY 2019 Budget	9,879	9,660	9,584	10,157	9,973	11,109	10,000	9,924	9,471	9,713	11,129	10,126
FY 2018	10,657	9,997	8,955	11,576	9,695	9,378	10,530	9,890	9,017	9,070	11,170	9,145

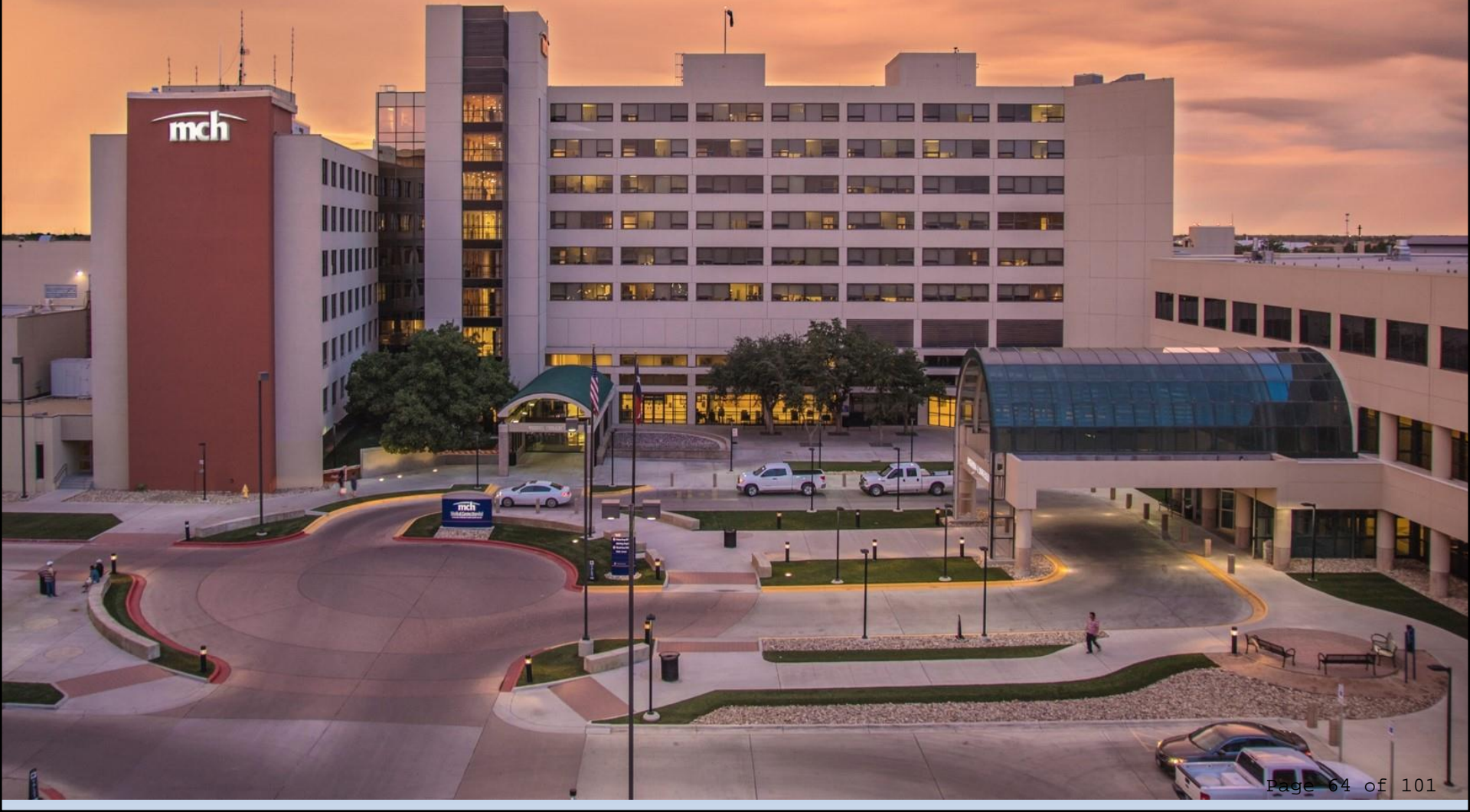
# Total ProCare Procedures

## *Excluding Pathology and Radiology Procedures*



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">■</span> FY 2019	13,984	12,104	10,763	12,149	11,254	-	-	-	-	-	-	-
<span style="color: red;">■</span> FY 2019 Budget	11,698	12,395	11,493	11,550	11,886	12,080	13,051	12,617	11,349	11,812	10,801	12,136
<span style="color: green;">▲</span> FY 2018	12,294	11,884	12,469	12,953	10,929	10,362	11,760	12,577	11,103	10,686	12,211	12,803

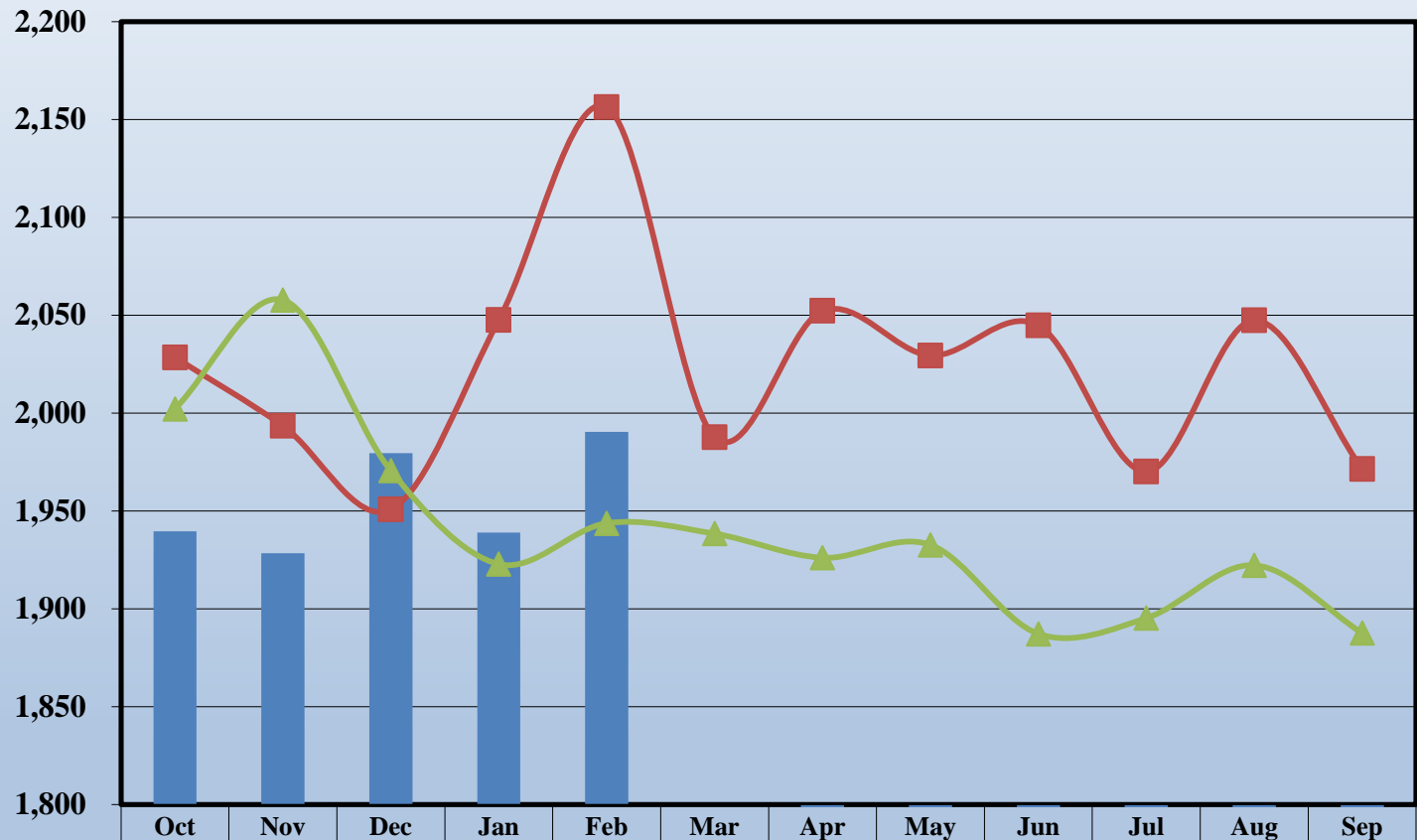
# Staffing





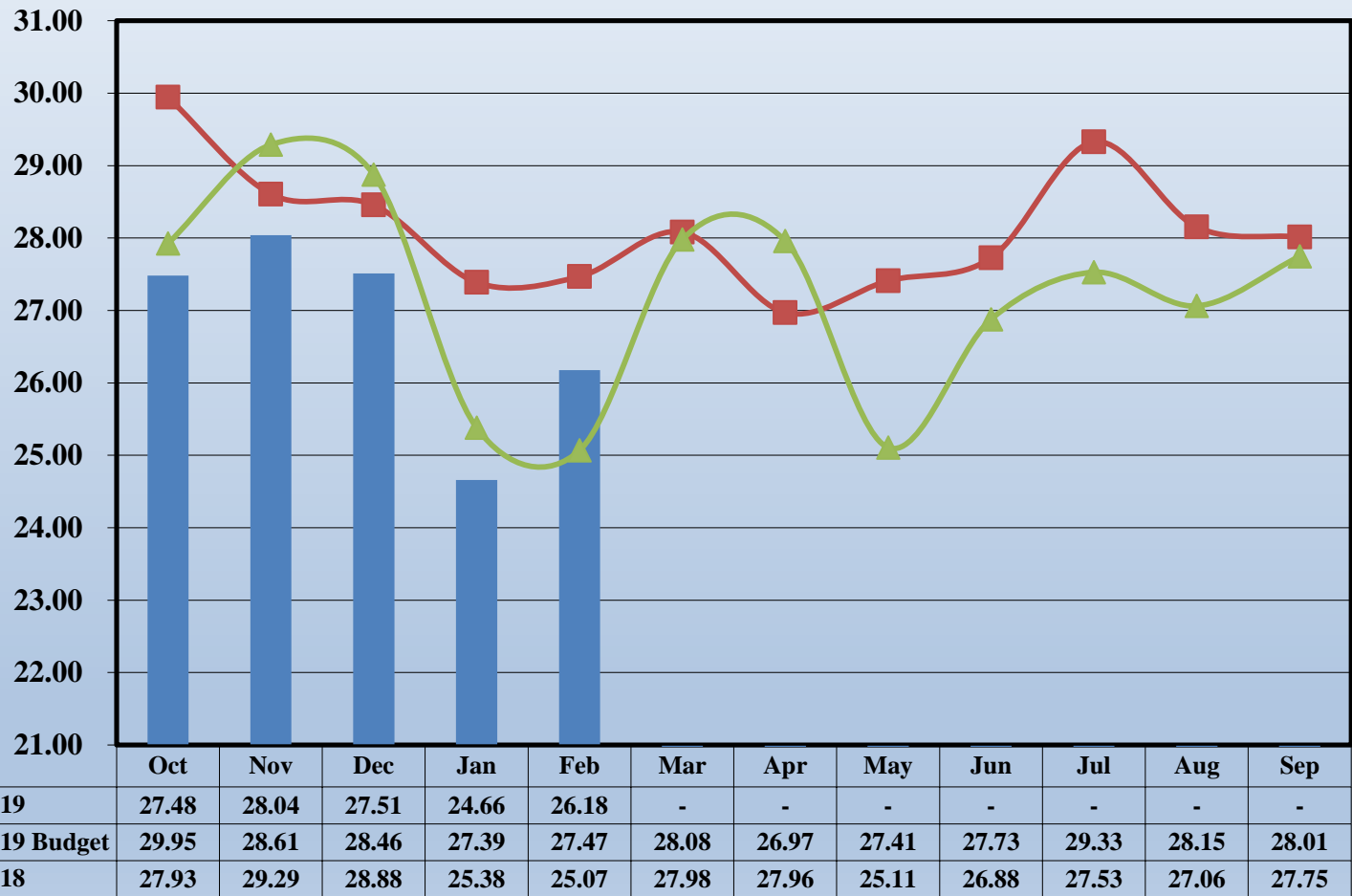
# *Blended FTE's*

*Including Contract Labor and Management Services*

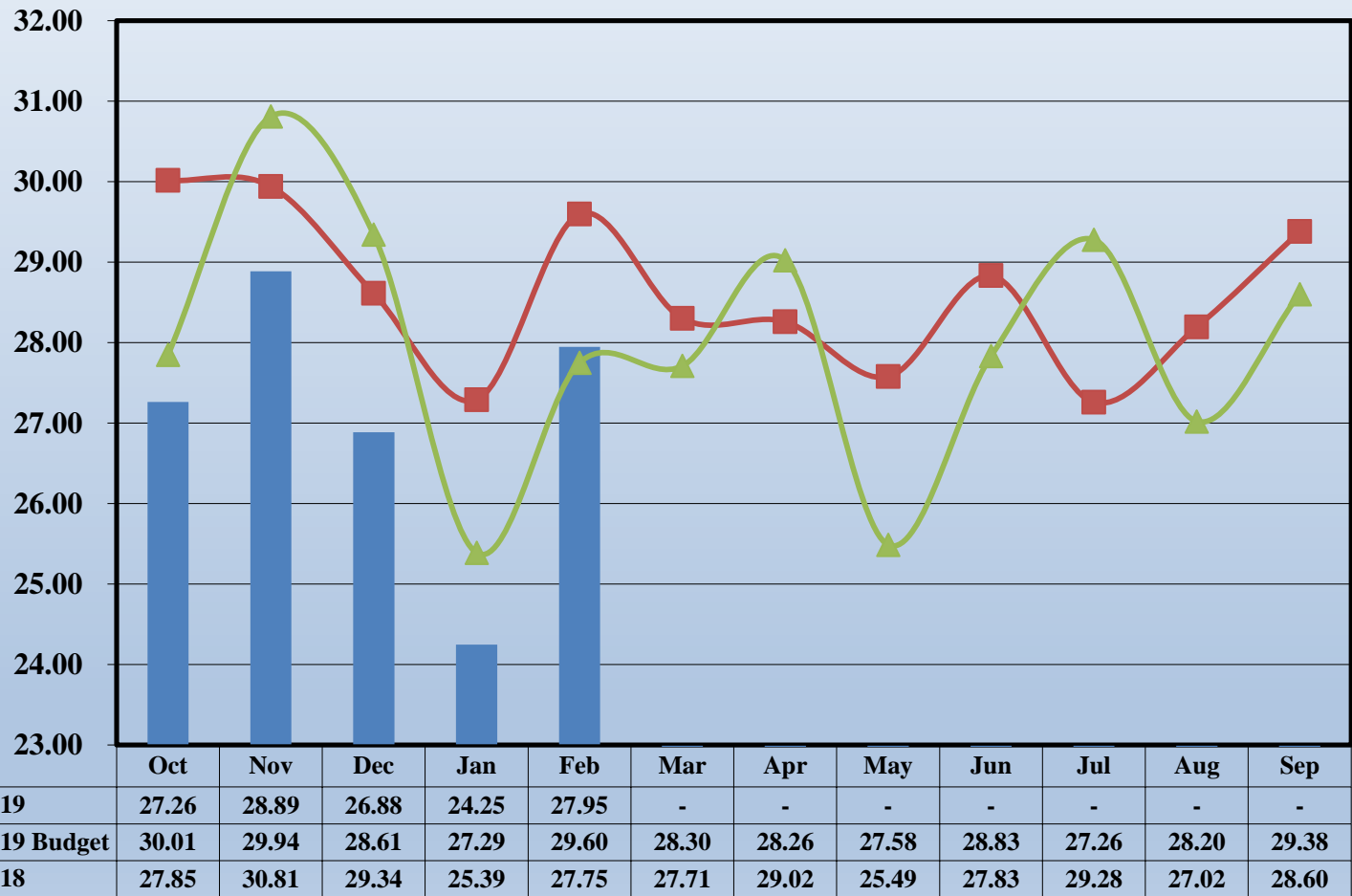


FY 2019	1,940	1,928	1,980	1,939	1,990	-	-	-	-	-	-	-
FY 2019 Budget	2,028	1,993	1,951	2,047	2,156	1,988	2,052	2,029	2,045	1,970	2,047	1,971
FY 2018	2,002	2,058	1,971	1,923	1,944	1,938	1,926	1,933	1,887	1,895	1,922	1,888

# *Paid Hours per Adjusted Patient Day* (Ector County Hospital District)



# *Paid Hours per Adjusted Patient Day* *(Medical Center Hospital)*

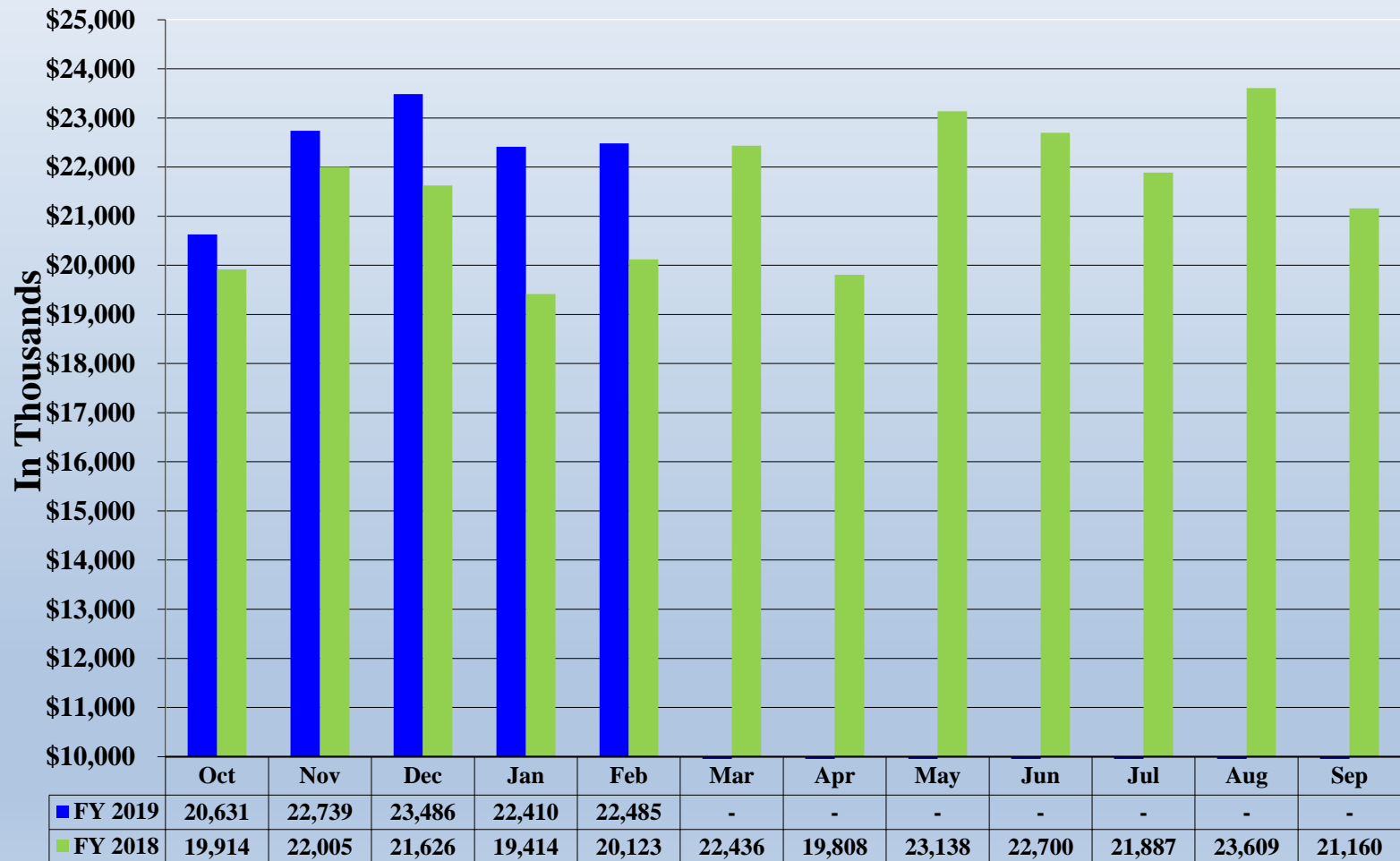


# Accounts Receivable



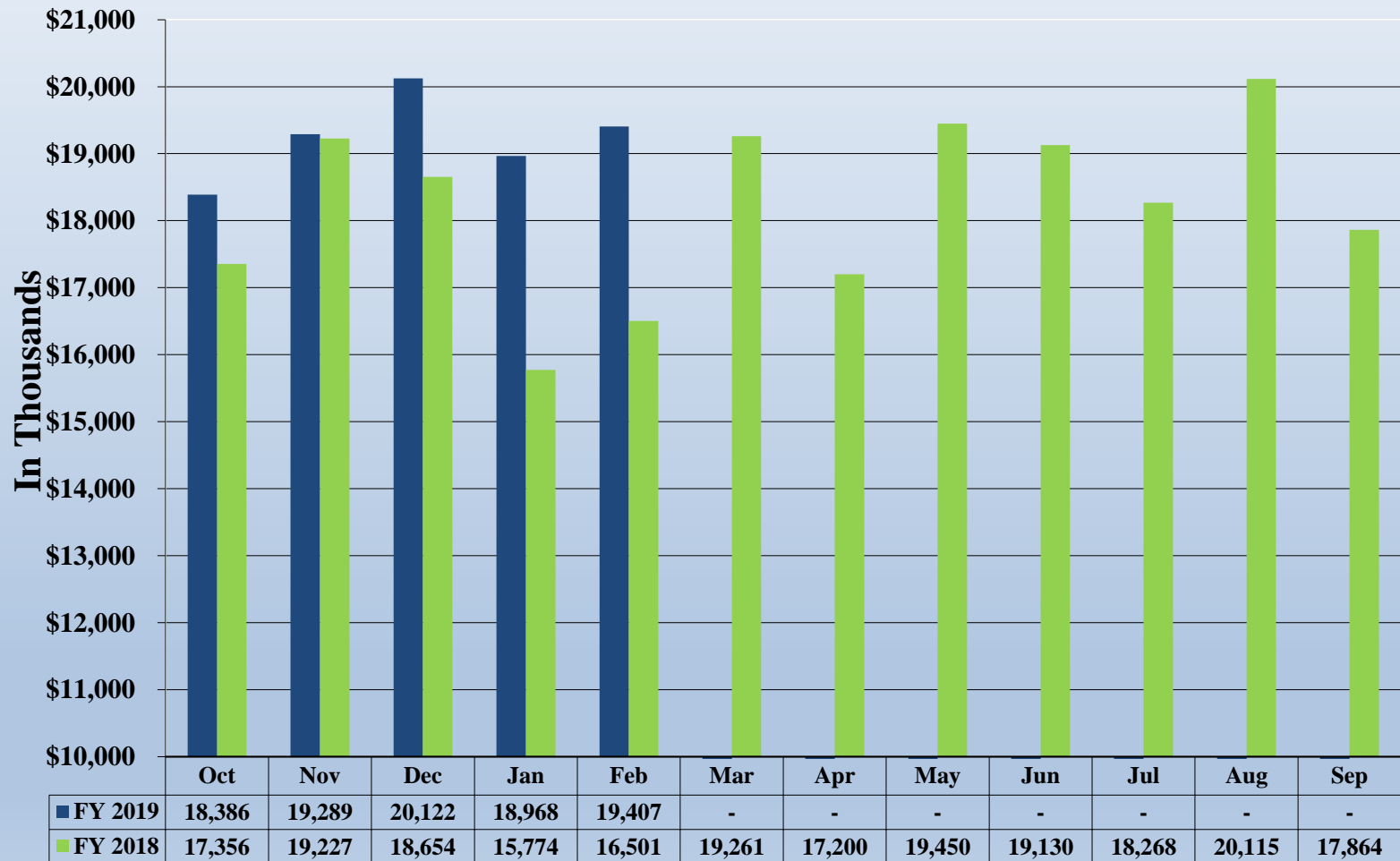
# Total AR Cash Receipts

## *Compared to Prior Year*



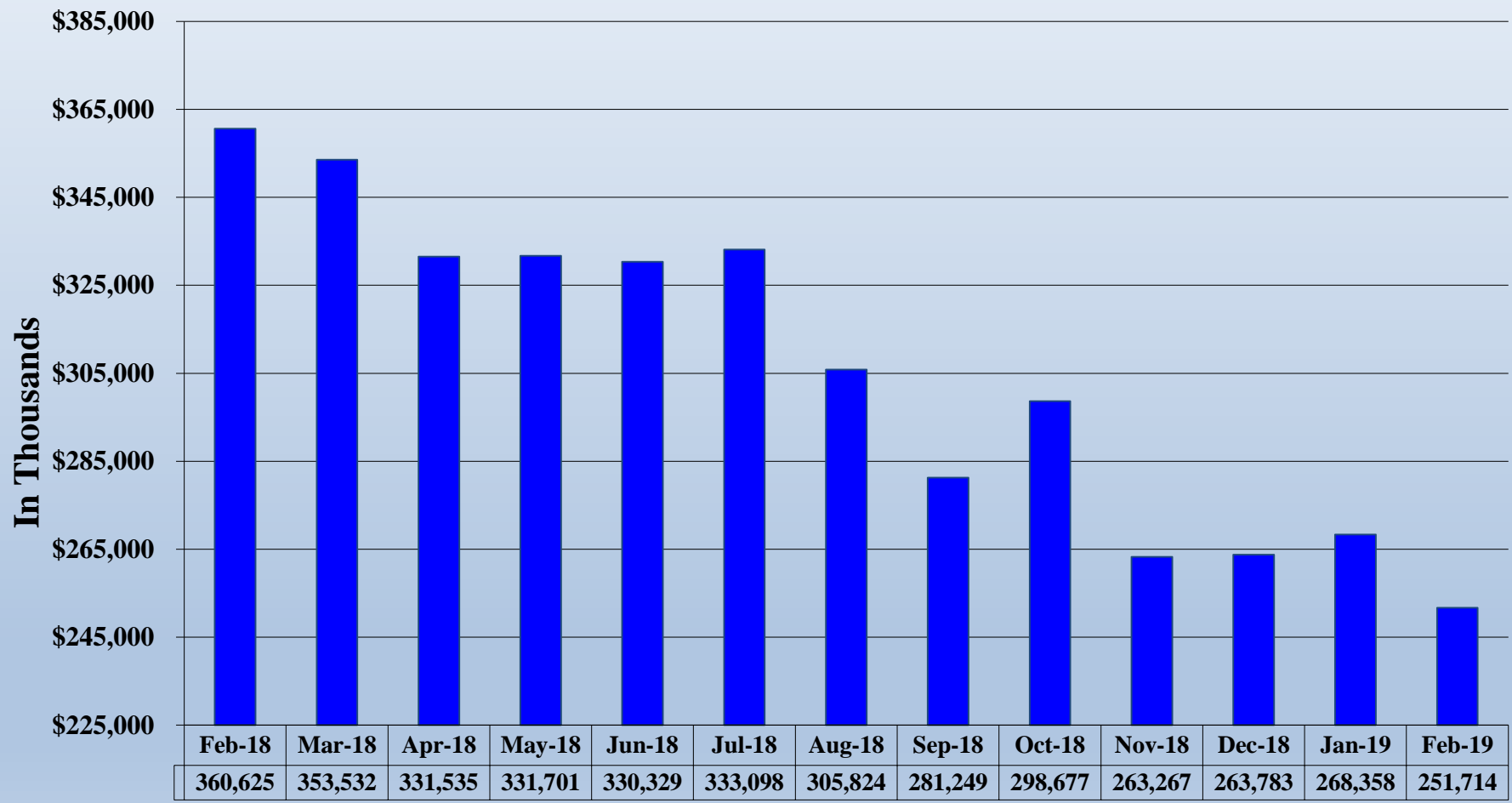
# Hospital AR Cash Receipts

## *Compared to Prior Year*



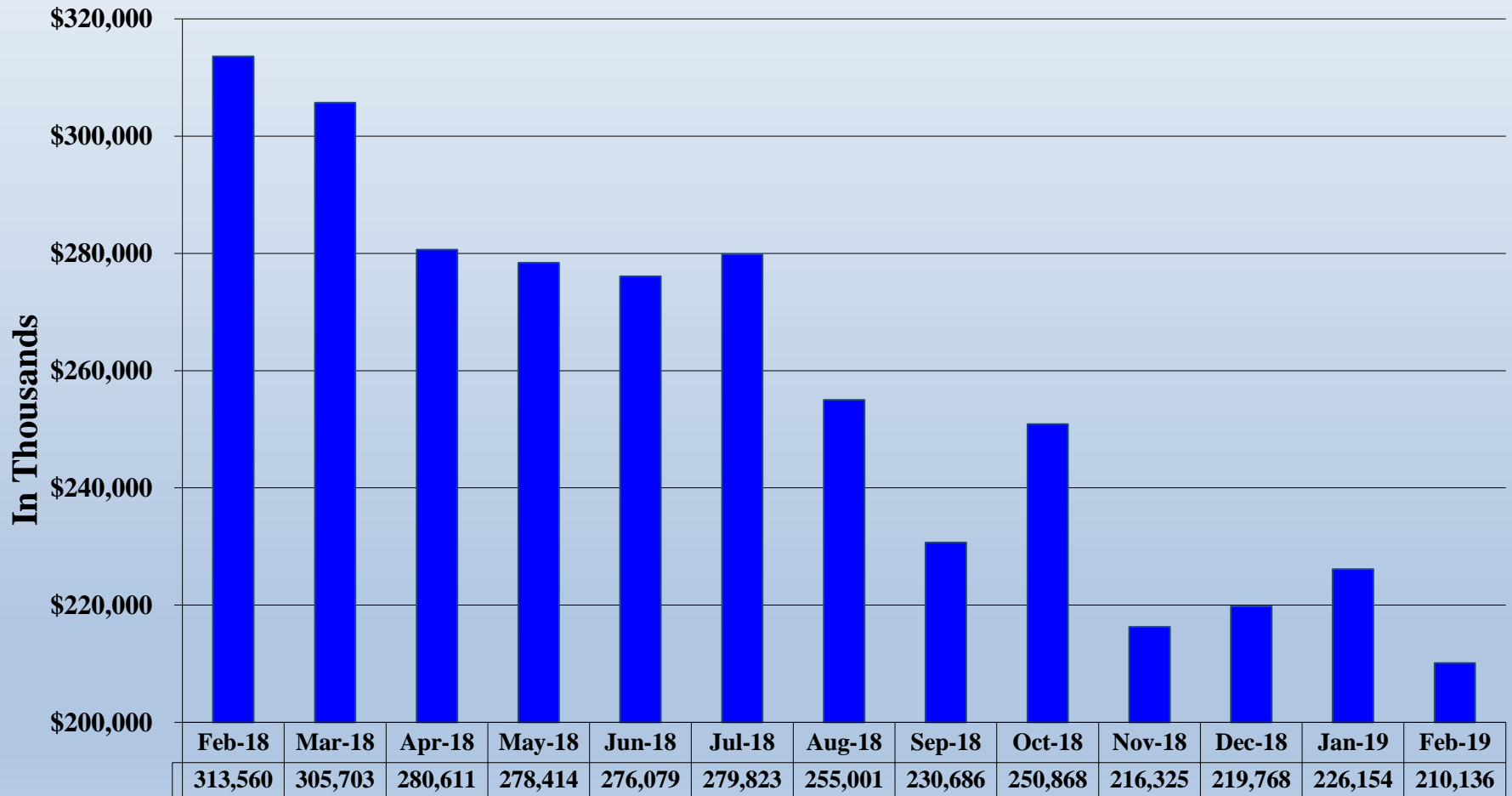
# Total Accounts Receivable – Gross

## Thirteen Month Trending



# Hospital Accounts Receivable – Gross

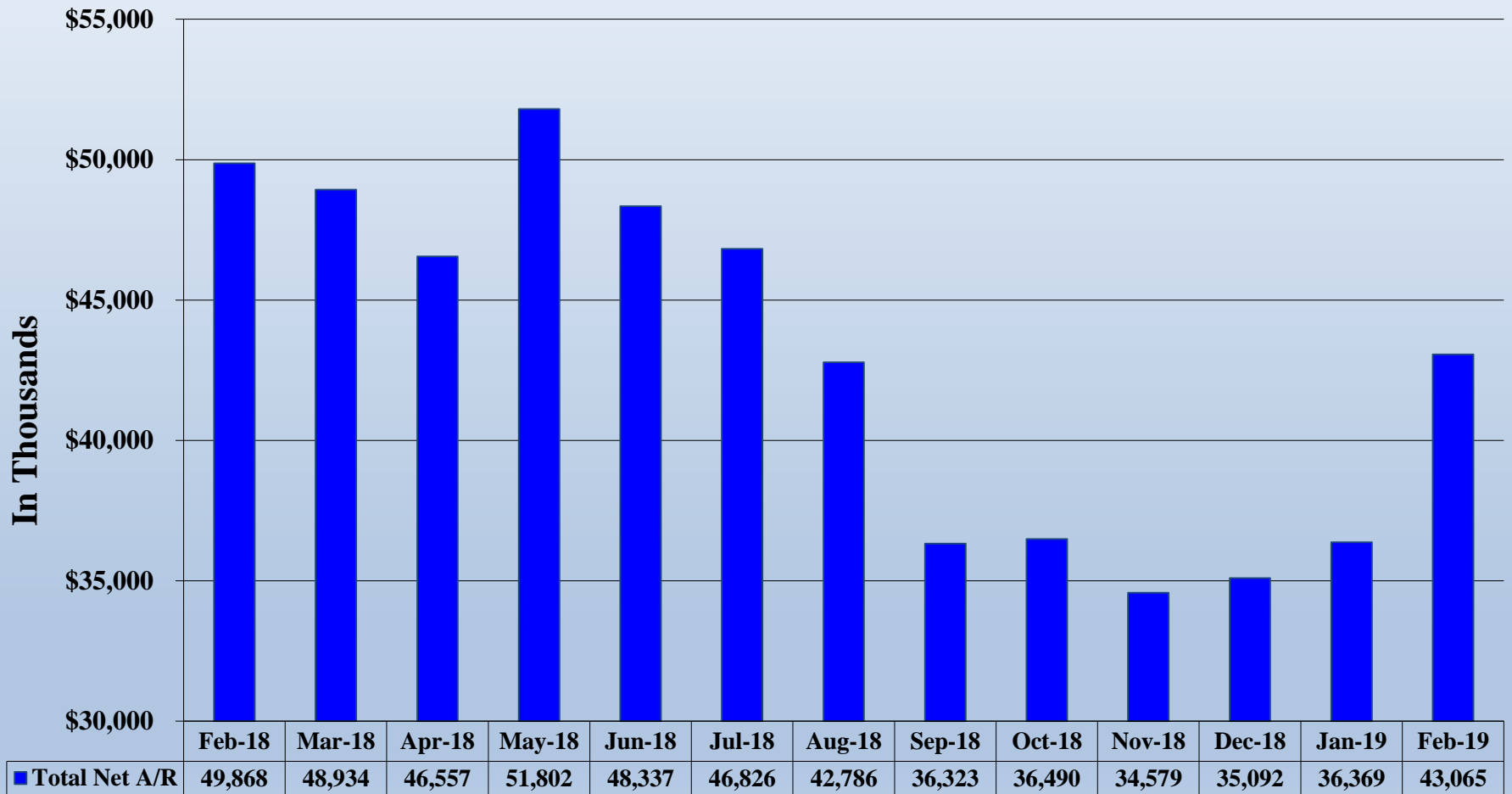
## Thirteen Month Trending





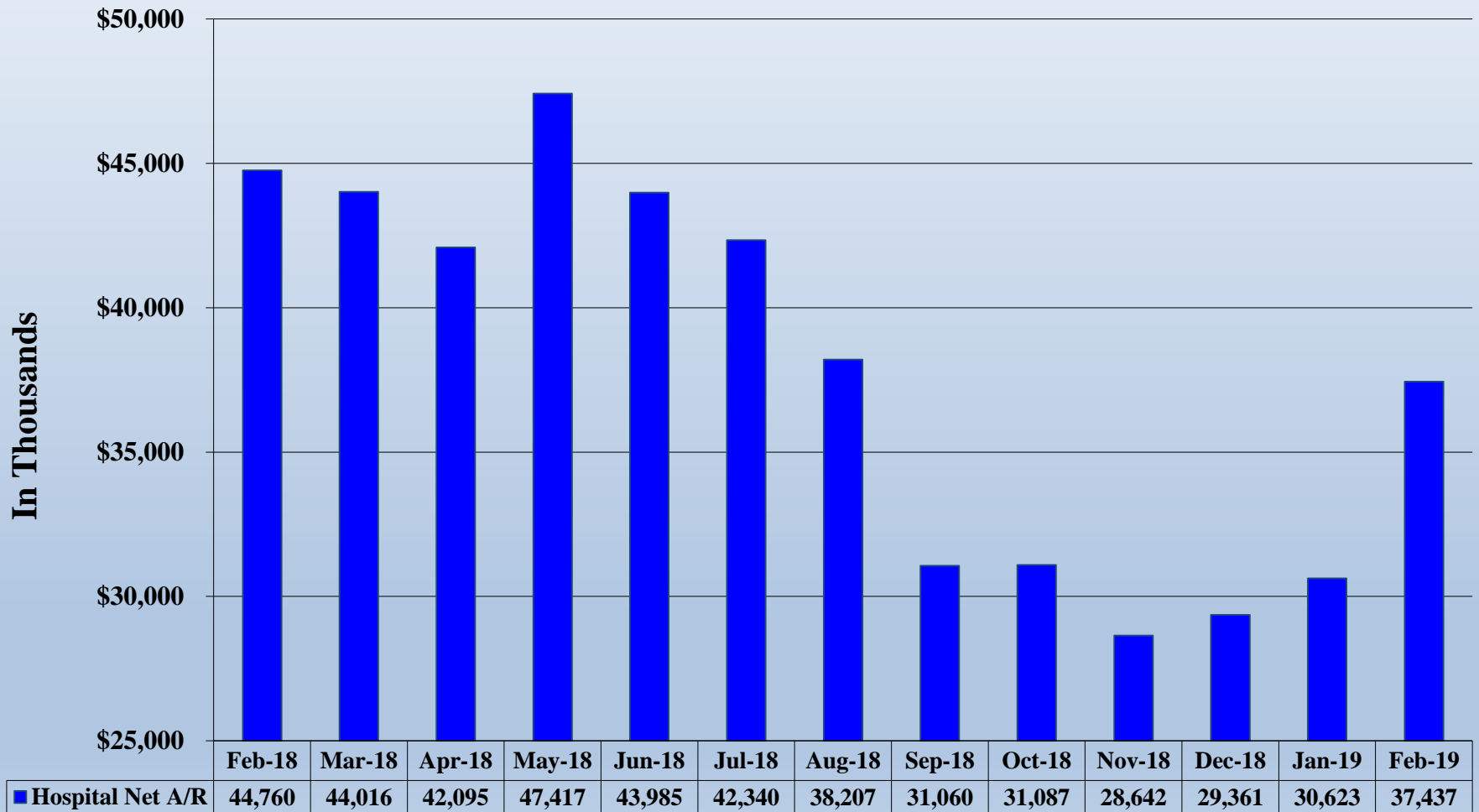
# Total Net Accounts Receivable

## Thirteen Month Trending



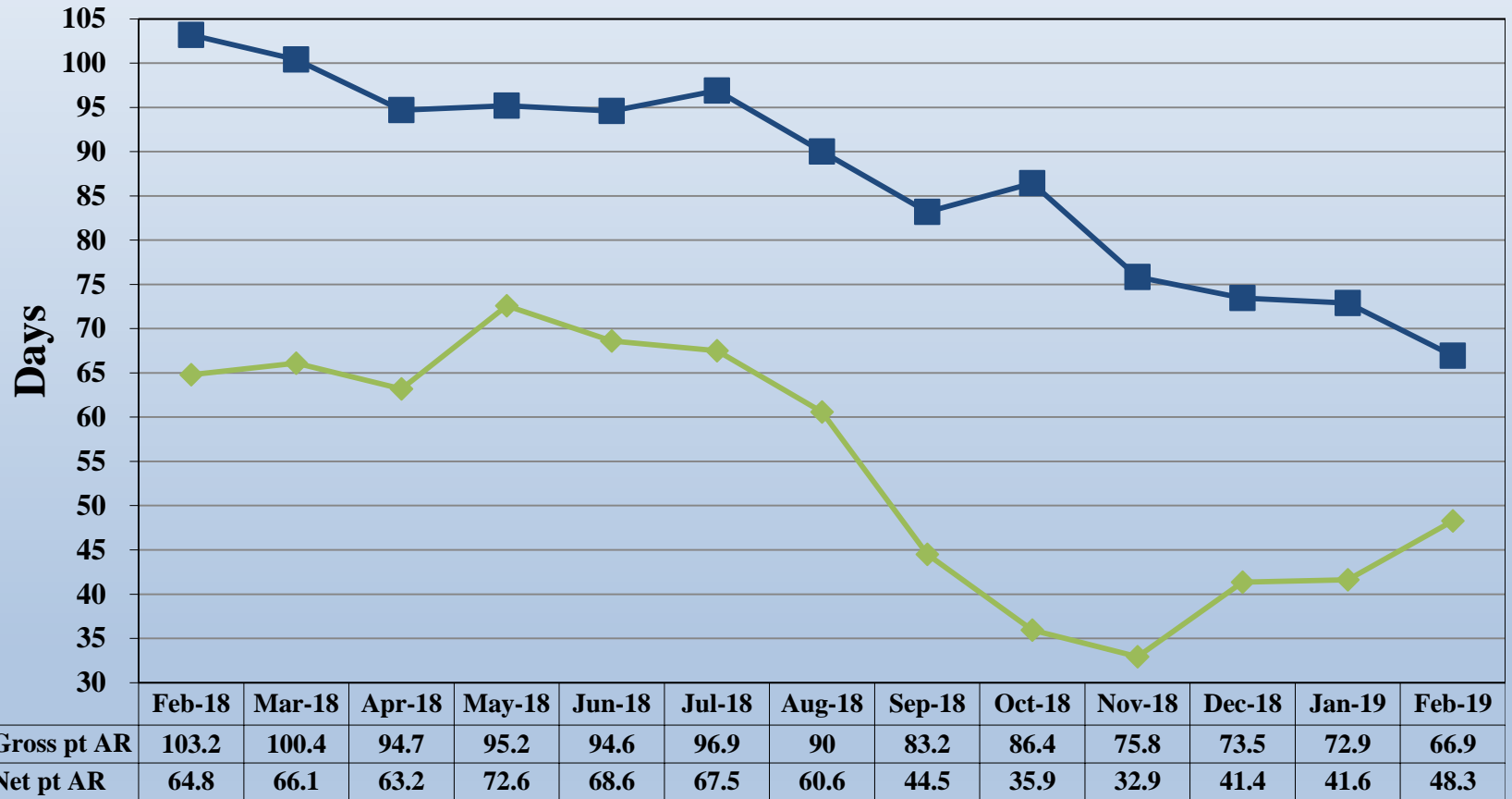
# Hospital Net Accounts Receivable

## Thirteen Month Trending



# Days in Accounts Receivable

## *Ector County Hospital District*

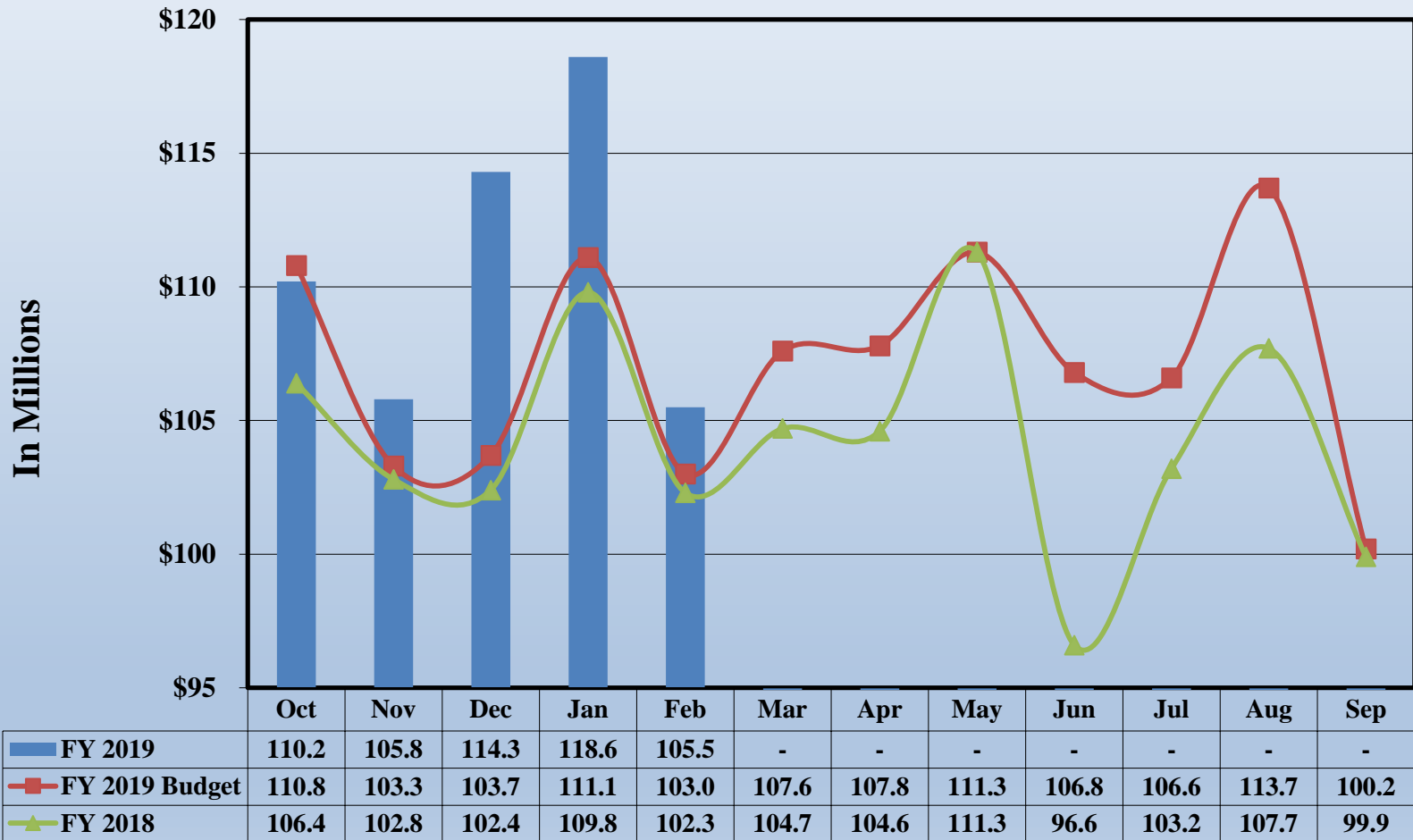


# Revenues & Revenue Deductions



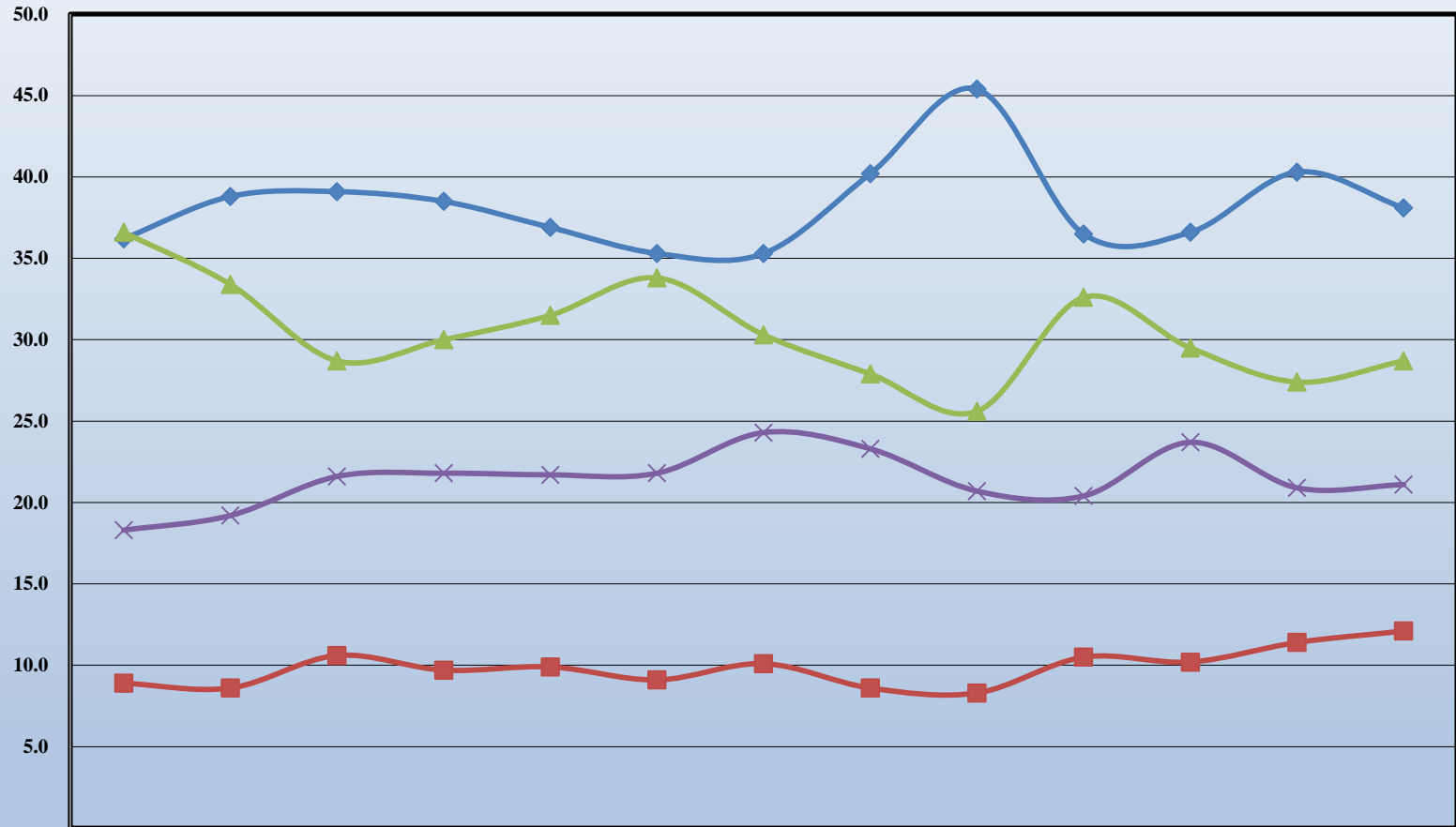
# Total Patient Revenues

## *(Ector County Hospital District)*



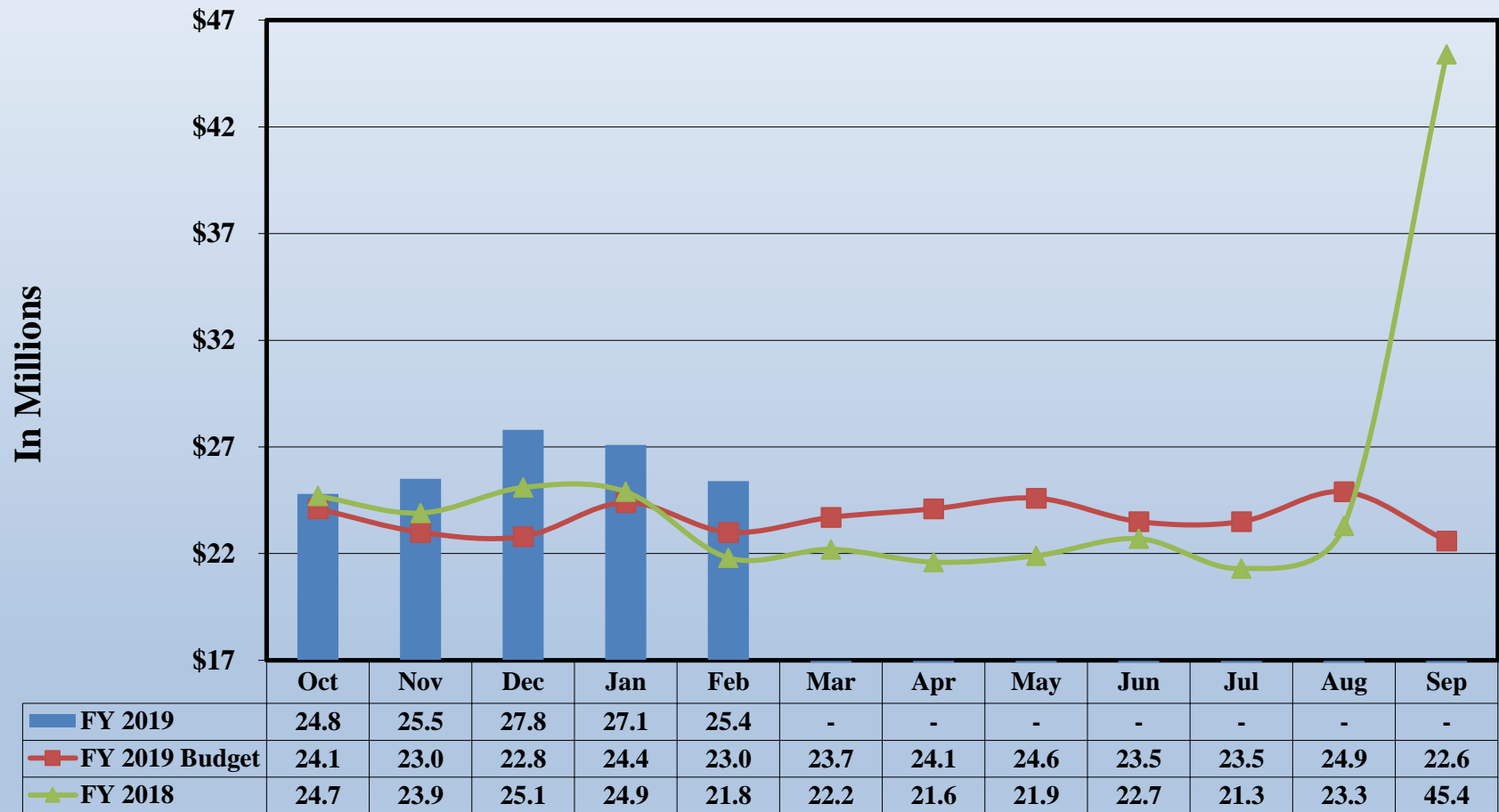
# Hospital Revenue Payor Mix

## 13 Month Trend



	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Medicare	36.2	38.8	39.1	38.5	36.9	35.3	35.3	40.2	45.4	36.5	36.6	40.3	38.1
Medicaid	8.9	8.6	10.6	9.7	9.9	9.1	10.1	8.6	8.3	10.5	10.2	11.4	12.1
Third Party	36.6	33.4	28.7	30.0	31.5	33.8	30.3	27.9	25.6	32.6	29.5	27.4	28.7
Private	18.3	19.2	21.6	21.8	21.7	21.8	24.3	23.3	20.7	20.4	23.7	20.9	21.1

# Total Net Patient Revenues



# Other Revenue

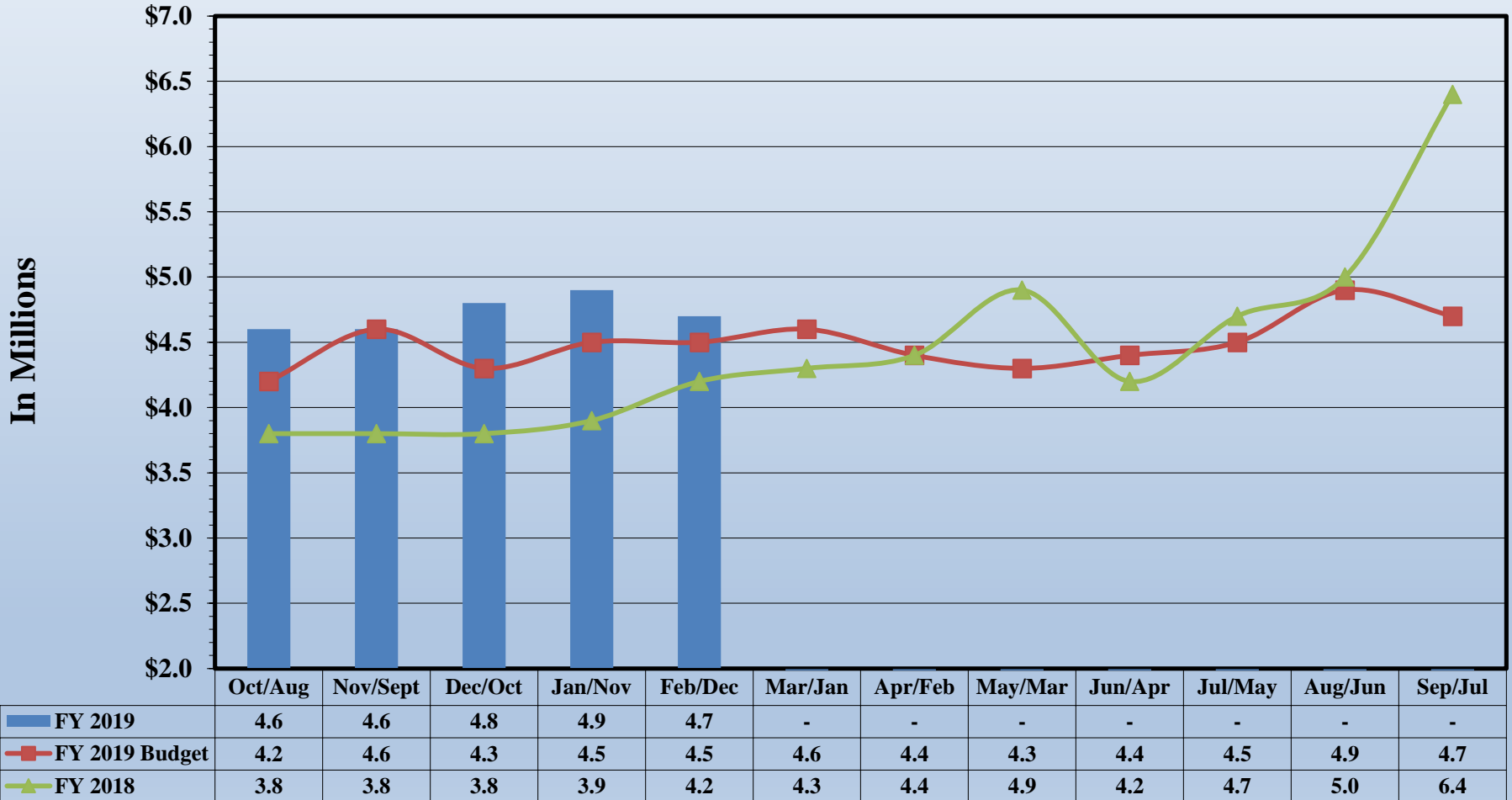
(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income





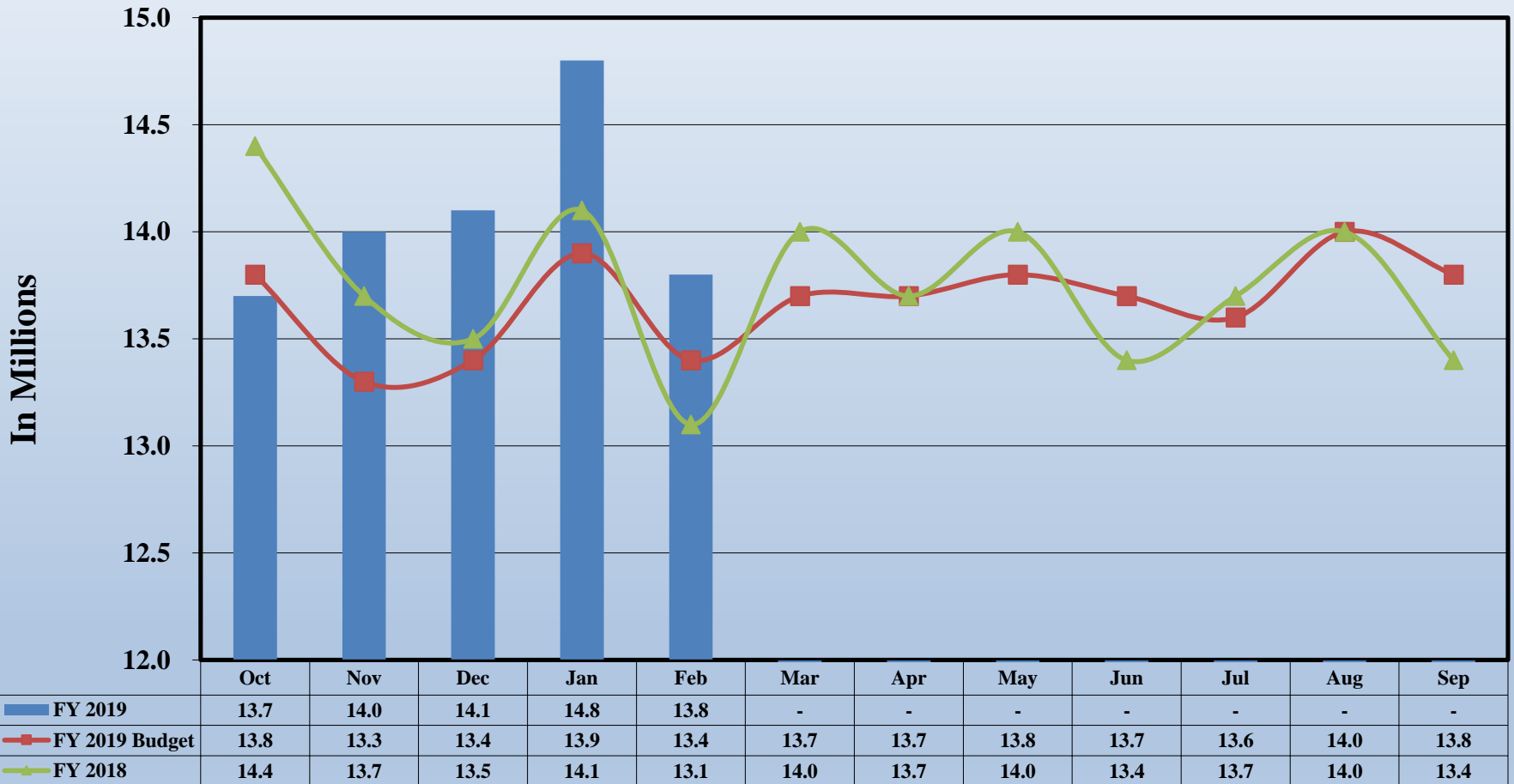
# Sales Tax Receipts



# Operating Expenses

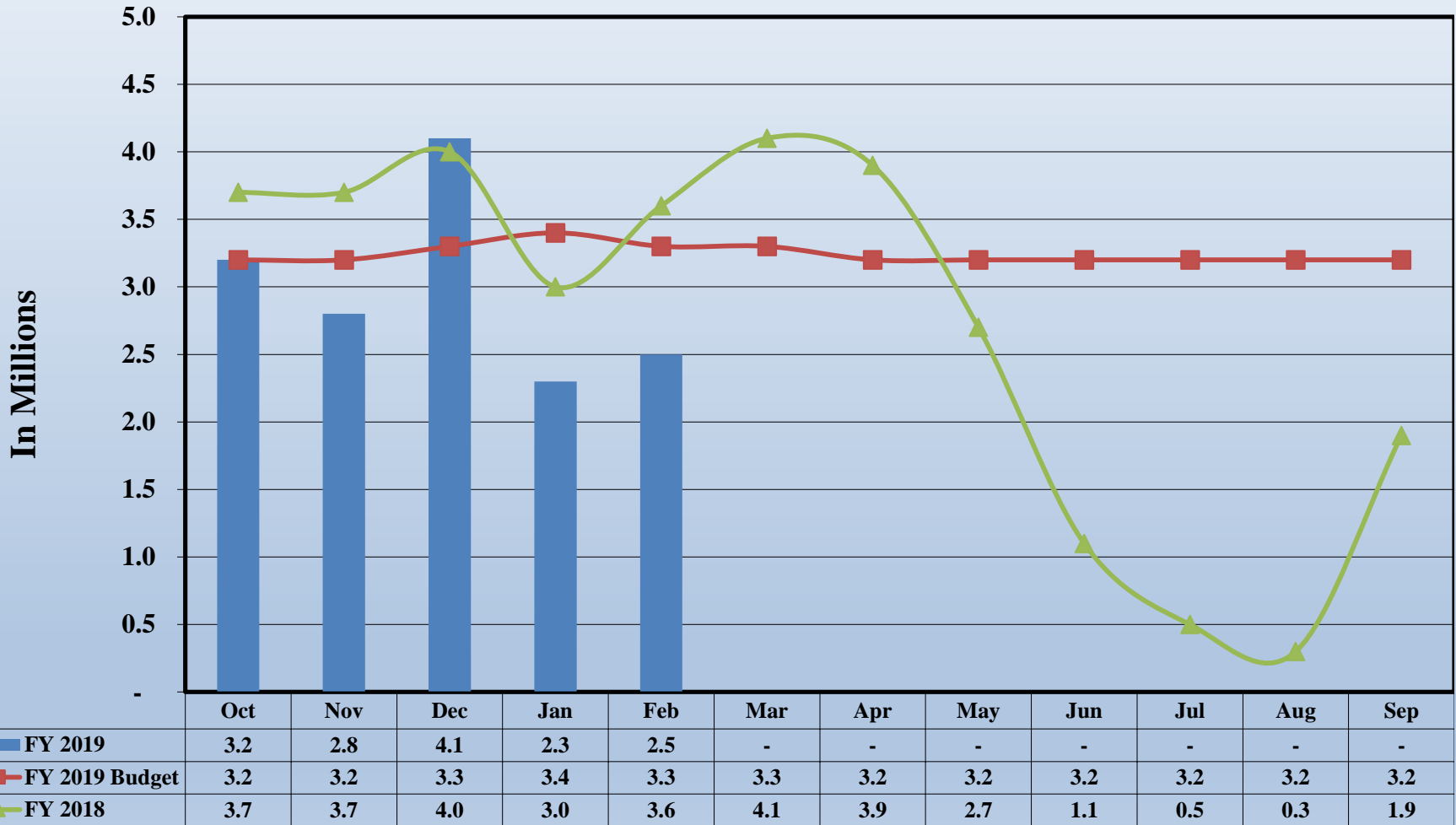


# Salaries, Wages & Contract Labor (Ector County Hospital District)

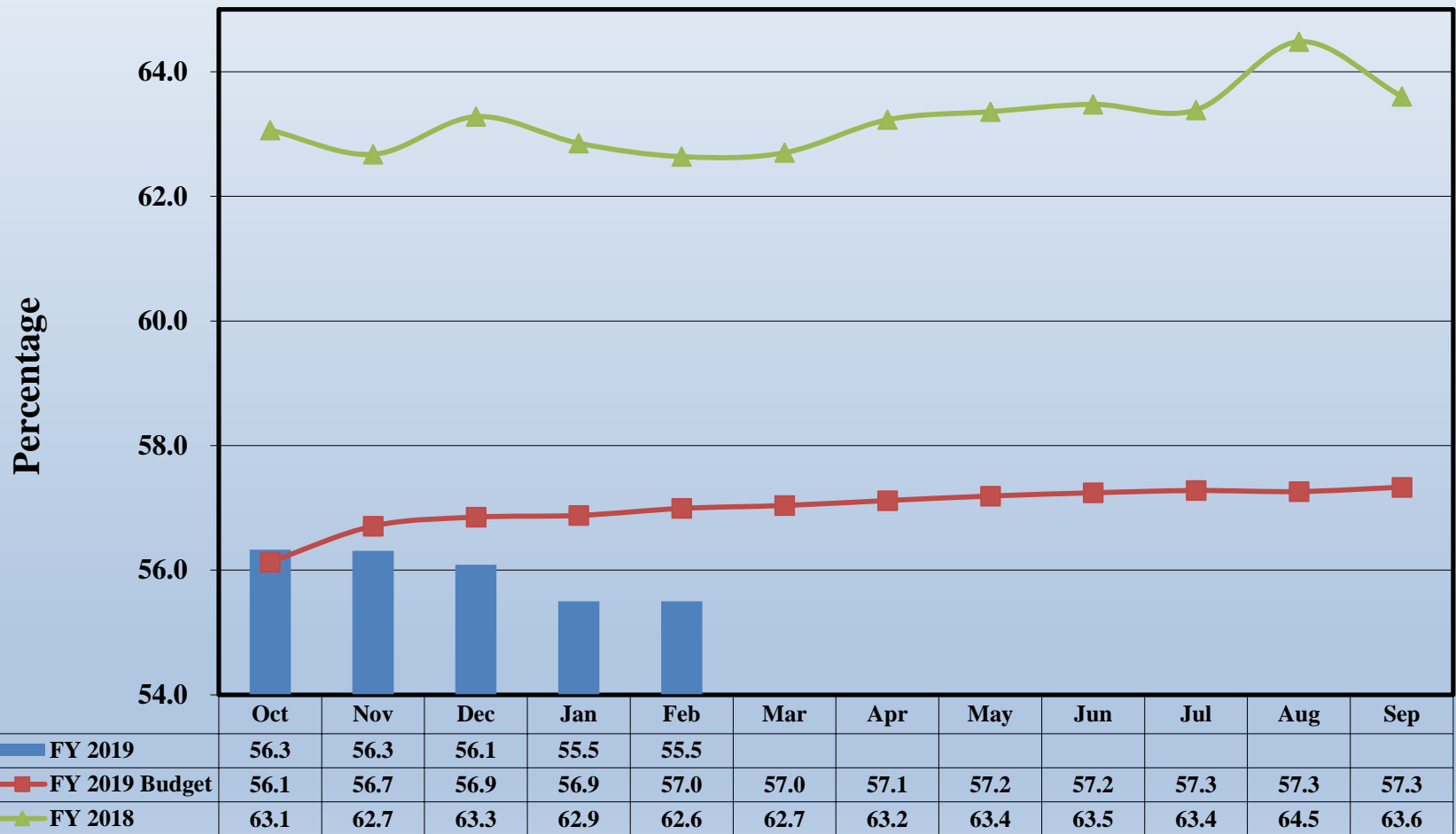


# Employee Benefit Expense

## *(Ector County Hospital District)*

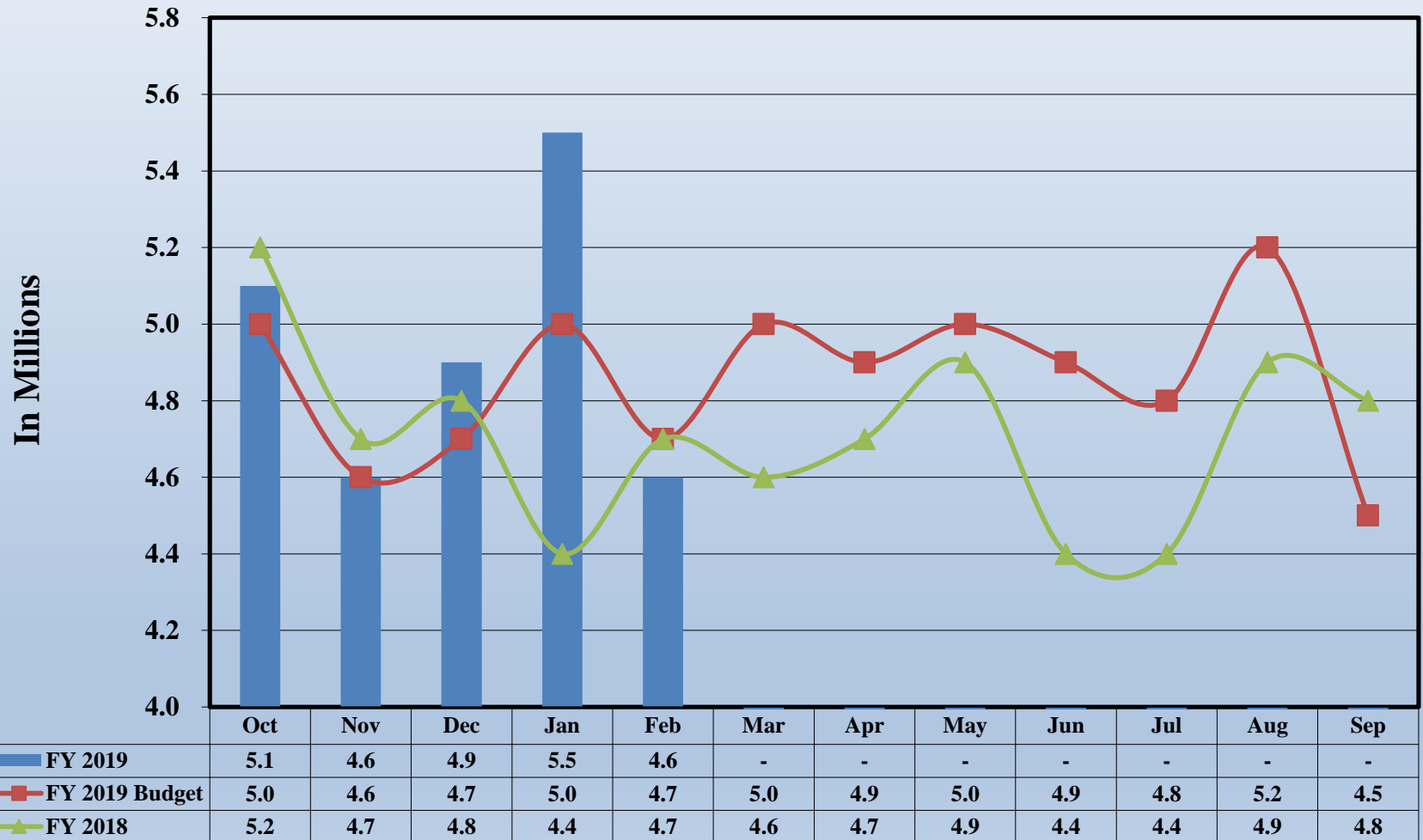


# Salaries, Wages, Benefits, and Temp Labor as a % of Total Operating Expense Year-to-Date (Ector County Hospital District)

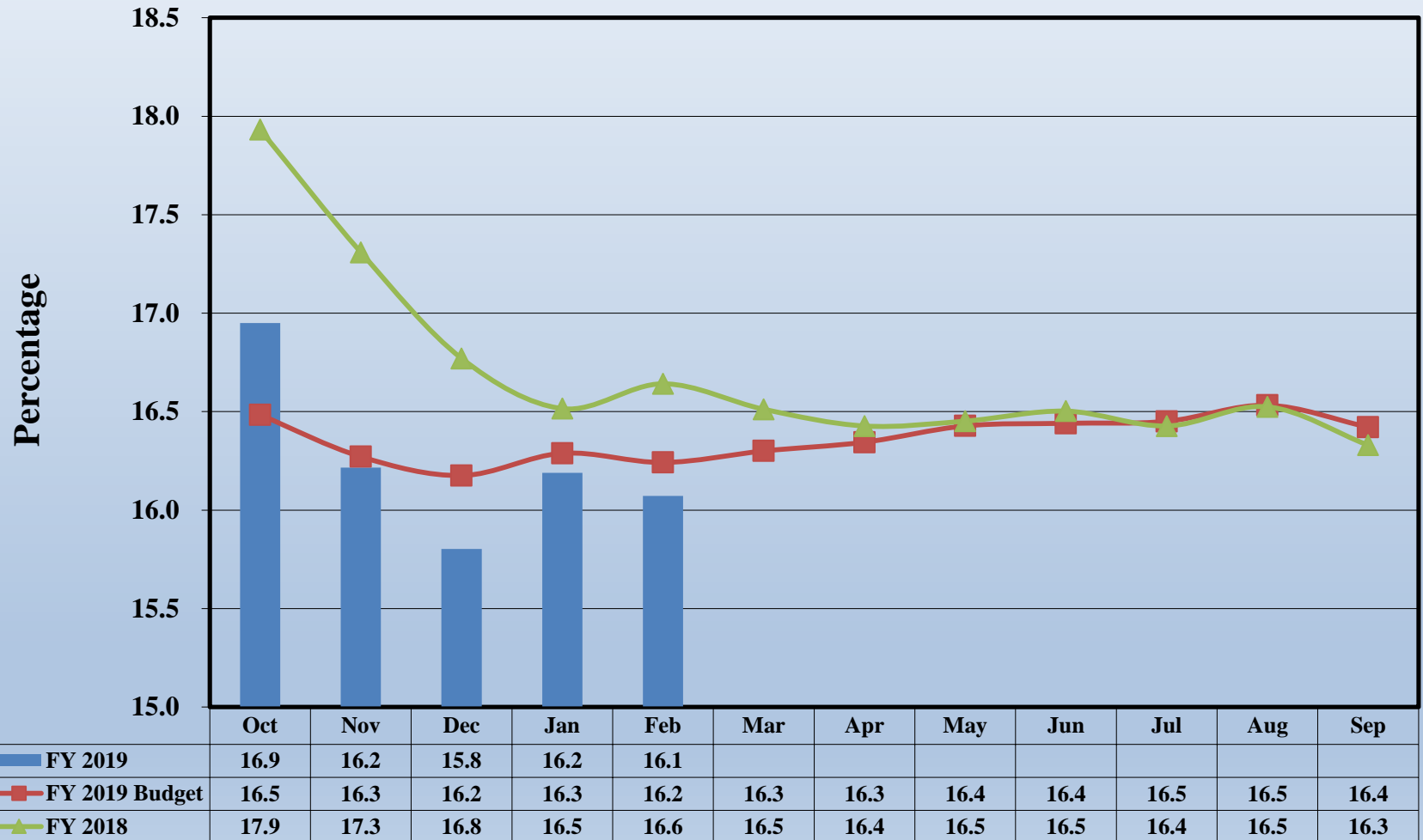


# *Supply Expense*

## *(Ector County Hospital District)*

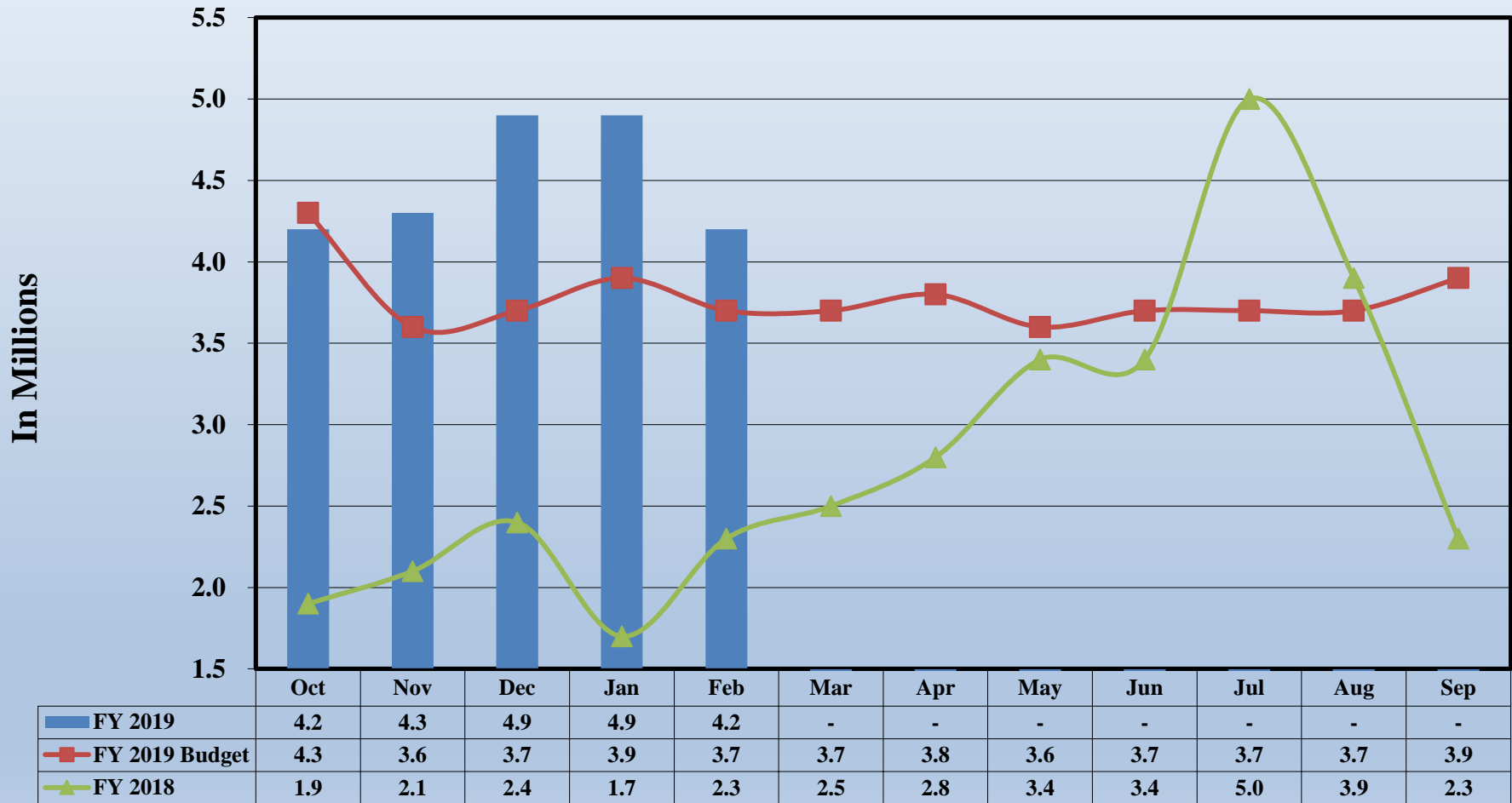


# Supply Expense as a % of Total Operating Expense Year-to-Date (Ector County Hospital District)



# Purchased Services

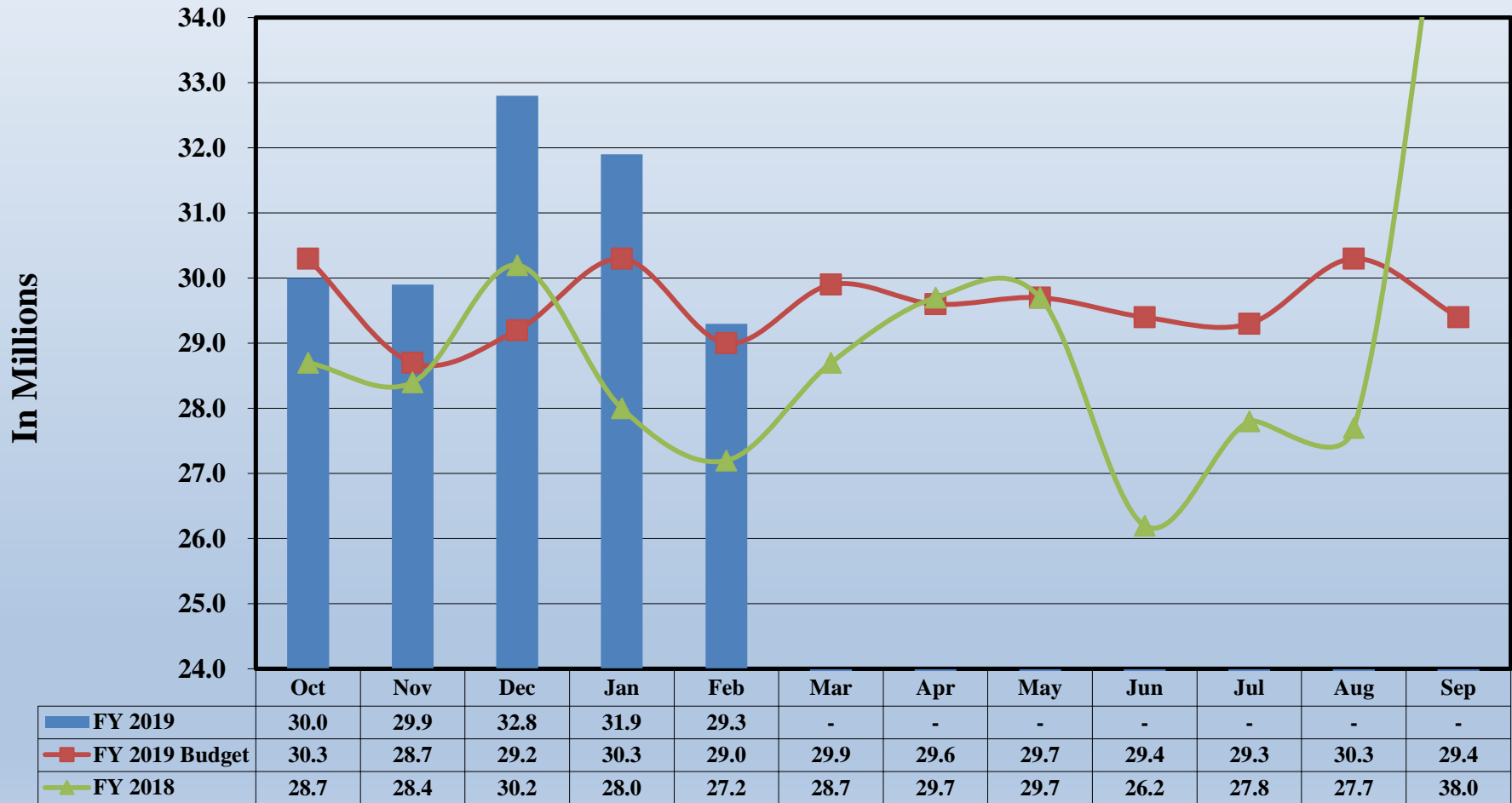
## *(Ector County Hospital District)*





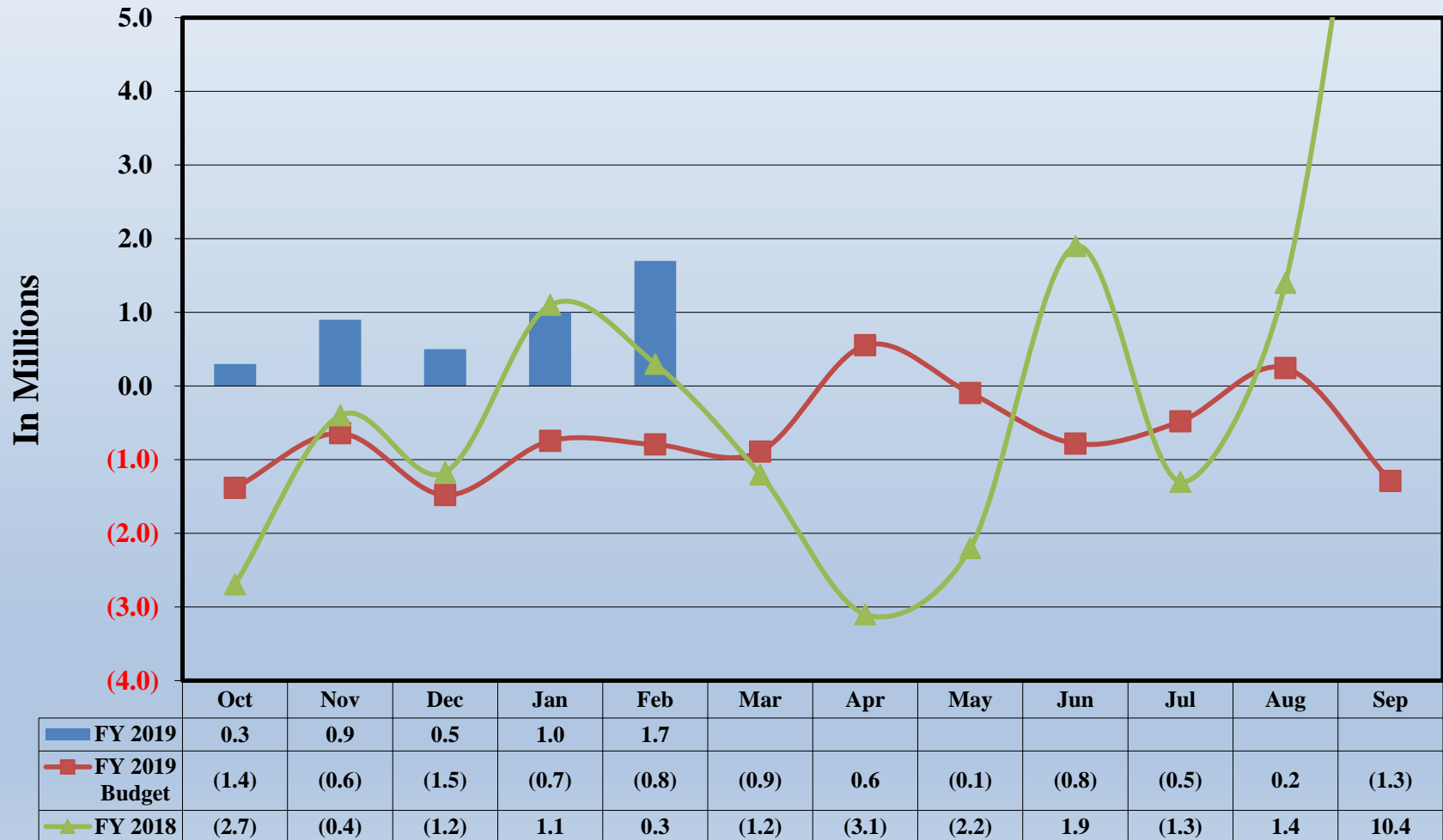
# Total Operating Expense

## *(Ector County Hospital District)*



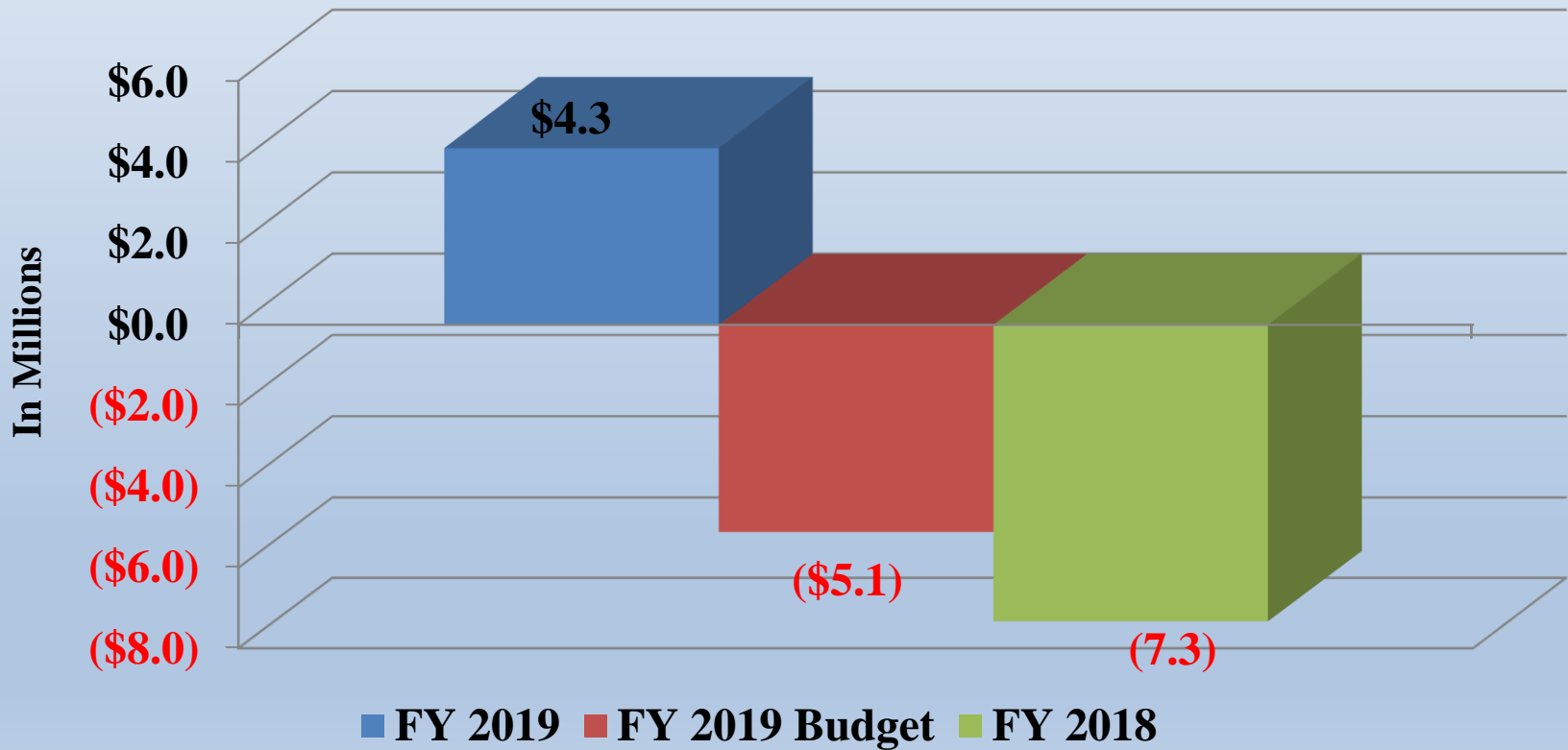
# *Change in Net Position*

## *Ector County Hospital District Operations*



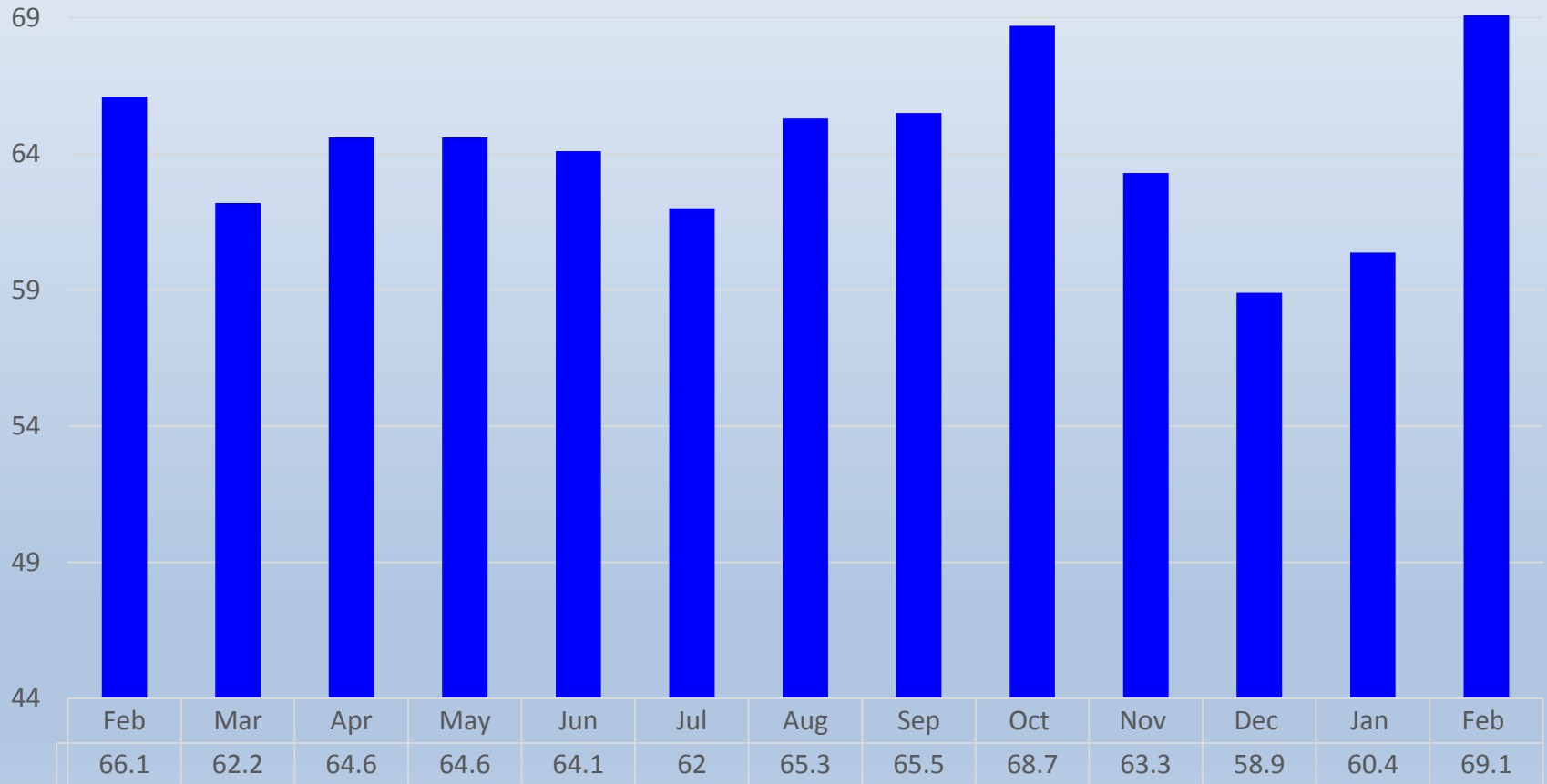
# Change in Net Position

## Ector County Hospital District Operations – Year to Date



# Days Cash on Hand

## *Thirteen Month Trending*



mch



mch

mch  
HOSPITALITY



Date: March 29, 2019

To: Finance Committee  
Ector County Hospital District Board of Directors

From: Robert Abernethy  
Chief Financial Officer

Subject: Renewal of Insurance Broker Consulting Agreement

Our insurance consulting firm, HealthSure, has been the insurance broker for all of the business insurance (excluding employee benefits) for MCH and ProCare since 2003. HealthSure has proposed a three year renewal to extend their engagement for an additional 3 year term. HealthSure has been a valued partner for years and knows our business providing insurance advice, cost saving strategies to manage risk and as needed, purchase insurance on our behalf to cover the assets and income stream of the institution. HealthSure's compensation model is different than your typical insurance agent, which is customarily paid by insurance company commissions. HealthSure charges a flat fee to represent us, with a combined fee of \$115,375. This compensation model is commonly referred to as a "Fee in lieu of Commissions" model, and for MCH and ProCare is much less than the typical broker commissions – currently estimated to be \$168,000.

If for any reason we were to no longer wish to work under this model or with HealthSure, we have a 90 day, no cause termination provision in our master agreement. Based on our favorable relationship and performance with our program managed by HealthSure we recommend extension of their agreement for another 3 year term for a flat annual fee combined for MCH and ProCare of \$115, 375.



To: ECHD Board of Directors  
Through: Rick Napper, CEO  
From: Matt Collins, Vice President of Operations  
Date: March 25, 2019  
Subject: Bid Approval – Isolation Rooms Mechanical Upgrades

**Objective**

Upgrade HVAC systems to two isolation rooms on the 8<sup>th</sup> floor and two isolation rooms on the 9<sup>th</sup> floor of the central tower for the purposes of bringing the rooms into compliance with TDSHS requirements for negative air

**Scope of Work**

Project adds two new rooftop exhaust fans, associated ducting and controls as well as miscellaneous patching and repairing of finishes as required for installation.

**Bid Considerations:**

There were 3 general contractors that responded to the bid

<u>Name</u>	<u>Days</u>	<u>Price</u>
JC Roberts	60	\$176,926
Henthorn	45	\$137,050

**Recommendation:**

Award construction project to Henthorn for \$137,050 and approve a total project budget of \$151,650 which includes \$14,600 for Architectural and Engineering fees.

**Funding:**

The project will be funded through contingency capital.



To: ECHD Board of Directors  
Through: Rick Napper, CEO  
From: Matt Collins, Vice President of Operations  
Date: March 25, 2019  
Subject: Bid Approval – Pro Care Administrative Offices

**Objective**

Management’s objective is relocate the Pro Care admin offices and relieve Pro Care of the lease currently in place for the building located at 110 E 7<sup>th</sup> Street. The new location will be located at 8050 TX-191 and will require the build-out of existing shell space in the VA Addition.

**Scope of Work**

Finish out existing shelled space in northwest corner of first floor of Center for Health and Wellness as office space. Area of renovations is 1,806 SF and includes six offices, a conference room, a break room, a copy room and a reception area.

**Bid Considerations:**

Bid openings were conducted on Tuesday February 19, 2019. There were 3 general contractors that responded to the bid

<u>Name</u>	<u>Days</u>	<u>Price</u>
JC Roberts	150	\$307,683
RRC Const.	90	\$259,900
Onyx	150	\$279,700

**Recommendation:**

Award construction project to RRC Const for \$259,900 and approve a total project budget of \$298,800 which includes \$10,000 for FF&E and \$28,900 for Architectural Fees.

**Funding:**

The project will be funded through contingency capital. Project produces a Net Present Value of \$111,001 over 5 years, a Return on Investment of 48.89%, and has a Pay Back Period of 2.7 years.



## Pro Care Administration Project

<b>NPV</b>		<b>\$111,001</b>		
Hurdle Rate		3.00%		
YEARS				
2019	2020	2021	2022	2023
(298,800.00)	107,943	110,102	112,304	114,550

<b>Return on Investment</b>	<b>48.89%</b>
$(444,898 - 298,800) / 300,000 = 48.89\%$	

<b>Pay Back Period</b>	<b>2.70 Years</b>
$(298,800 / 111,225) = 2.7$	



DATE: March 29, 2019  
TO: Board of Directors  
Ector County Hospital District  
FROM: Robert Abernethy  
Senior Vice President / Chief Financial Officer  
Subject: Endowment Fund Distribution

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As required by the Trust Agreements for the endowed chairs at Texas Tech University Health Sciences Center-Permian Basin; Odessa College School of Nursing; and the University of Texas –Permian Basin, the Ector County Hospital District must approve the distribution of earnings to the respective institutions.

Following is a summary of the distribution of funds, net of the 10% reinvestment:

- Texas Tech University Health Sciences Center-Permian Basin  
For the benefit of the Internal Medicine; Family Practice,  
Obstetrics; and School of Nursing. \$60,802.92
- Odessa College  
For the benefit of the School of Nursing \$17,506.59
- University of Texas –Permian Basin  
For the benefit of the School of Nursing \$11,010.67

Once the Board approves the distributions, we will instruct Prosperity Bank Trust department to issue checks to the appropriate institutions.

**Mike Warren**  
Senior Vice President  
Trust Officer



mike.warren@prosperitybankusa.com  
(325) 794-1049 direct  
(325) 794-1123 fax

# PROSPERITY BANK®

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March 1, 2019

Mr. Robert Abernethy, CFO  
Medical Center Health System  
500 W. 4<sup>th</sup> Street  
Odessa, Texas 79761-5001

RE: Medical Center Hospital FBO Odessa Junior College Trust  
Medical Center Hospital FBO TTUHSC-PB TRUST  
Medical Center Hospital FBO University of Texas-PB

Dear Sir:

Per the investment agreement, I have computed the net income for the three above referenced accounts from March 1, 2018 through February 28, 2019:

The total net income for the Odessa Junior College Trust is \$19,451.77. Ninety percent of that amount is \$17,506.59 and this will be the amount paid to Odessa Junior College at the direction of your Board. Ten percent, \$1,945.18 will be retained as an addition to principal.

The total net income for the TTUHSC-PB Trust is \$67,558.80. Ninety percent of that amount is \$60,802.92 and this amount will be paid to TTUHSC-PB at the direction of your Board. Ten percent, \$6,755.88 will be retained as an addition to principal.

The total net income for the University of Texas-PB Trust is \$12,234.08. Ninety percent of that amount is \$11,010.67 and this amount will be paid to University of Texas-PB at the direction of your Board. Ten percent, \$1,223.41 will be retained as an addition to principal.

When you have approval from the Board for the distributions, please send me a copy of the Board minutes, and I will issue the checks to the appropriate entities. Should you have any questions, please do not hesitate to contact me at 325-794-1049.

Cordially,

Mike Warren  
Senior Vice President  
Trust Officer



To: ECHD Board of Directors  
Through: Rick Napper, CEO  
From: Christin Abbott-Timmons, RN, MSN, Interim Chief Nursing Officer  
On Behalf of MCH Productivity Team  
Date: March 29, 2019  
Subject: Purchase of Premier Staffing Management Tool

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The Productivity Committee reviewed three different companies to standardize practices of labor management and fulfill the following goals:

- Ability to drive efficiencies
- Assist with appropriate staffing & flexing opportunities
- Ability to provide a means to benchmark with other organizations for best practice
- Comparison of volume to staffing
- Reports

Reviewing the need for standardization of all departments on one system (Kronos) and considering the impact of multiple interfaces for different products to produce one outcome, the Productivity Team recommends utilizing Kronos scheduling for all departments and Premier's labor management tool. Within the Premier product the committee feels the purchase of the onsite resource person five days per month and use of benchmarking data will effectively integrate the system and move MCH into a different direction.

Kronos Scheduling: \$ 70,000 with annual fees of \$39,120 (which will be added to the current Kronos fees)

Premier Bundle (includes early renewal of supply chain advisor): \$391,045

- ❖ \$197,553 for the first year. Years 2-5 will be added on to the existing Premier annual contract fees under IT averaging \$85,000

\*Premier total is listed for the year however the contract will extend 5 years

Thank you for your consideration.



**Hanwha Energy USA Holdings Corporation**  
300 SPECTRUM CENTER DRIVE, SUITE 1020, IRVINE, CALIFORNIA 92618  
T+1 949 748 5970

March 29, 2019

Dear Ms. Bane,

In 2018, the Ector County Hospital District entered into an agreement with Oberon Solar, LLC to provide certain property tax incentives for its proposed solar project. This agreement was subsequently assigned to Oberon Solar IA, LLC.

Due to the anticipated success of its first planned phase of the Oberon Solar IA Project, 174 Power Global is hoping to add a second identical phase to its plans. This planned second phase is called Oberon Solar IB. The addition of the Oberon Solar IB project would effectively double the anticipated investment in Ector County.

The first phase of the project, Oberon Solar IA, and the second phase, Oberon Solar IB, would utilize the same Enterprise Zone, have the same estimated investment, and be completed on the same timeline. Because the two phases are being financed separately, 174 Power Global is planning separate ownership for the two phases.

174 Power Global would like to ask the Ector County Hospital District to sign an agreement with Oberon Solar IB, LLC that is nearly identical to the agreement that was signed in 2018 with the first phase. Considering the previous agreement, 174 Power Global has drafted an identical agreement with the exception of the entity name and the start of construction date.

Thank you for your assistance in our efforts to invest in Ector County, and please let me know how I can help the Board with its decision.

Warm Regards,

A handwritten signature in blue ink, appearing to read 'J Garewal'.

Jason Garewal  
Director of Project Development, 174 Power Global  
jason.garewal@174powerglobal.com